From: **Ricker, Monique T. EOP/USTR** Monique_T_Ricker@ustr.eop.gov
Subject: RE: FOIA Request (USTR-19-0063)
Date: February 21, 2019 at 1:12 PM
To: American Oversight FOIA foia@americanoversight.org
Cc: FN-USTR-FOIA FN-USTR-FOIA@ustr.eop.gov

Katie,

This email is the final response of the Office of the United States Trade Representative (USTR) to Freedom of Information Act (FOIA) No. FY19-42 dated December 27, 2018 requesting records identifying political appointees and career employees detailed into leadership offices since December 5, 2017, the date the search was conducted for FOIA request number FY18-42 (the "Relevant Date"). This FOIA request also seeks resumes, conflicts or ethics waivers, records reflecting recusal determination, and SF-50s received after the "Relevant Date" related to political appointees who joined USTR before the "Relevant Date." The timeframe for this search was December 25, 2017 to January 28, 2019.

After a search of our files, we have located the following responsive documents:
1. "Records sufficient to identify all employees who entered into a position at the agency as "political appointees" since December 5, 2017, and the title or position of each employee:" one responsive document (FY19-42 USTR FOIA RE Political Appointees and Position Titles, ***attached***) totaling one page, which is being released to you in its entirety. The first table is responsive to this portion of your request.
2. "Records sufficient to identify all career employees who have been detailed into a leadership office or component front office since December 5, 2017:" one responsive document (FY19-42 USTR FOIA RE Political Appointees and Position Titles, ***attached***) totaling one page, which is being released to you in its entirety. The second table is responsive to this portion of your request.
3. For each individual identified in response to requests 1 to 2:
a. "The resume provided by the individual to the agency in connection with determining the appropriate salary for the individual, or, if that is not available, a recent resume contained within the agency's records:" 14 responsive documents (***accessible via file share***: https://drive.max.gov/share/663eeaedcbb2c4ca) totaling 43 pages, which are being released in part. The redacted information is protected by FOIA Exemption 6, which protects personal information the release of which would not shed light on the performance of the agency's statutory duties.

b. "Any conflicts or ethics waivers or authorizations issued for the individual, including authorizations pursuant to 5 C.F.R. § 2635.502:" After a search of our files, we did not locate records responsive to your request.

c. "Records reflecting any recusal determination made or issued for the individual:" After a search of our files, we did not locate records responsive to your request.

d. "Copies of any SF-50 forms for the individual reflecting any change in position or title, including when the employee enters or leaves a position": The Office of Personnel Management (OPM) is the official record-holder of personnel records for current and former Federal employees. The SF-50 is one record included in a federal employee's Official Personnel Folder which is located in SOR OPM GOVT-1, General Personnel Records (see https://www.opm.gov/information-management/privacy-policy/sorn/opm-sorn-govt-1-general-personnel-records.pdf). The SF-50 forms you requested are not available under the FOIA. Specifically, "they are covered by the Privacy Act of 1974 (5

available under the FOIA. Specifically, they are covered by the Privacy Act of 1974 (5 U.S.C. § 552a) which establishes a code of fair information practices that governs the collection, maintenance, use and dissemination of personally identifiable information about individuals that is maintained in systems of records (SOR) by federal agencies."

With respect to all "political appointees" and career employees detailed into a leadership or component front office prior to the "Relevant Date:"

a. "Any resume provided by the individual to the agency after the Relevant Date:" we located no records responsive to your request.

b. "Any conflicts or ethics waivers or authorizations for the individual created after the Relevant Date:" we located no records responsive to your request.

c. "Records reflecting any recusal determination made or issued for the individual created after the Relevant Date:" we located no records responsive to your request.

d. "Copies of any SF-50 forms for the individual reflecting any change in position or title, including when the employee enters or leaves a position, created after the Relevant Date:" please see explanation above.

This constitutes a complete response to your request. You may contact me for any further assistance and to discuss any aspect of your request. You may also contact my colleague Melissa Keppel at (202) 456-7073. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.
If you are not satisfied with the response to this request, you may also administratively appeal by writing to: USTR FOIA Appeals Committee, GSD/RDF; Ms. Janice Kaye, Anacostia Naval Annex, Bldg. 410/Door 123, 250 Murray Lane, S.W., Washington, D.C. 20509.
Your appeal must be postmarked or electronically transmitted within 90 days of the date of the response to your request. Both the letter and the envelope should be clearly marked: "Freedom of Information Act Appeal" and should include a reference to the FOIA Case File number listed below. Heightened security in force may delay mail delivery; therefore we suggest that you also email any such appeal to foia@ustr.eop.gov.

In the event you are dissatisfied with the results of any such appeal, judicial review will thereafter be available to you in the United States District Court for the judicial district in which you reside or have your principal place of business, or in the District of Columbia, where we searched for the records you requested.
Thank you,
Monique

Monique T. Ricker
FOIA Program Manager/Attorney
EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF THE UNITED STATES TRADE REPRESENTATIVE

WASHINGTON DC 20508

From: American Oversight FOIA <foia@americanoversight.org>
Sent: Friday, January 18, 2019 1:51 PM
To: FN-USTR-FOIA <FN-USTR-FOIA@ustr.eop.gov>
Subject: [EXTERNAL] FOIA Request (USTR-19-0063)

Dear FOIA Officer:

Please find attached, and pasted below, a request for records under the Freedom of Information Act.

Sincerely,

Clay M. Goode
Paralegal
American Oversight
foia@americanoversight.org
>www.americanoversight.org< | @weareoversight

FOIA: USTR-19-0063

January 18, 2019

VIA ELECTRONIC MAIL

USTR FOIA Office, GSD/RDF

Attn: Chief FOIA Officer Janice Kaye

Office of the U.S. Trade Representative

Anacostia Naval Annex, Building 410/Door 123,

250 Murray Lane SW

Washington, DC 20509

FOIA@ustr.eop.gov

Re: Freedom of Information Act Request

Dear FOIA Officer:

Pursuant to the Freedom of Information Act (FOIA), 5 U.S.C. § 552, and your agency's implementing regulations, American Oversight makes the following request for records.

American Oversight promotes accountability in government through transparency, informing the

public's right to know what the government is up to. Since the president took office in January 2017, the administration has experienced a revolving door of senior personnel.[1] With scores of new individuals joining the government in key, senior positions, it is essential to understand who they are and the backgrounds they bring to their work. Without such transparency, the public cannot have confidence that government decisions are shaped by the interests of the American people, not personal or professional allegiances.

American Oversight previously submitted a FOIA request to your agency seeking certain information about political appointees, detailees, and transition team members at the agency. American Oversight now seeks to update its earlier FOIA request to encompass information about individuals who assumed their positions after the search for American Oversight's prior FOIA request was conducted or about whom new relevant information exists.

Requested Records

American Oversight requests that you produce the following within twenty business days:

1. Records sufficient to identify all employees who entered into a position at the agency as "political appointees" since the date the search was conducted for FOIA request number FY-18-24 (the "Relevant Date") and the title or position of each employee (to the extent that such individuals have held multiple titles or positions since the Relevant Date, identify each title or position). For purposes of this request, please consider any employee in a PAS position, a presidentially-appointed position, a non-career SES position, a Schedule C position, or any administratively-determined position to be a "political appointee."

2. Records sufficient to identify all career employees who have been detailed into a leadership office or component front office since the Relevant Date (as that term is defined in request 1); the title or position of each employee while on detail; and each employee's originating agency or component, and prior title (to the extent that such individuals have held multiple titles or positions since the Relevant Date, identify each title or position).

3. For each individual identified in response to requests 1 to 2:

    a. The resume provided by the individual to the agency in connection with determining the appropriate salary for the individual, or, if that is not available, a recent resume contained within the agency's records. We have no objection to the redaction of contact information (addresses, telephone numbers, e-mail addresses) for the employee or references, or to the redaction of past salary information. Employment, education, and professional association information is not exempt and we object to any redactions of such information.

b. Any conflicts or ethics waivers or authorizations for the individual, including authorizations pursuant to 5 C.F.R. § 2635.502.

c. Records reflecting any recusal determination made or issued for the individual.

d. Copies of any SF-50 forms for the individual reflecting any change in position or title, including when the employee enters or leaves a position. We have no objection to the redaction of home addresses, telephone numbers, or social security numbers from the SF-50s.

4. For all employees who entered into a position at the agency as “political appointees” _prior to the Relevant Date_ (as that term is defined in request 1)], and all career employees who have been detailed into a leadership office or component front office _prior to the Relevant Date]_:

   a. Any resume provided by the individual to the agency _after the Relevant Date_. As noted above, we have no objection to the redaction of contact information (addresses, telephone numbers, e-mail addresses) for the employee or references, or to the redaction of past salary information. Employment, education, and professional association information is not exempt and we object to any redactions of such information.

   b. Any conflicts or ethics waivers or authorizations for the individual created _after the Relevant Date_, including authorizations pursuant to 5 C.F.R. § 2635.502.

   c. Records reflecting any recusal determination made or issued for the individual _after the Relevant Date_.

   d. Copies of any SF-50 forms for the individual reflecting any change in position or title, including when the employee enters or leaves a position, created _after the Relevant Date_. We have no objection to the redaction of home addresses, telephone numbers, or social security numbers from the SF-50s.

In addition to the records requested above, American Oversight also requests records describing the processing of this request, including records sufficient to identify search terms used and locations and custodians searched and any tracking sheets used to track the processing of this request. If your agency uses FOIA questionnaires or certifications completed by individual custodians or components to determine whether they possess responsive materials or to describe how they conducted searches, we also request any such records prepared in connection with the processing of this request.

Under the FOIA Improvement Act of 2016, agencies must adopt a presumption of disclosure, withholding

information "only if . . . disclosure would harm an interest protected by an exemption" or "disclosure is prohibited by law."[2] If it is your position that any portion of the requested records is exempt from disclosure, American Oversight requests that you provide an index of those documents as required under *Vaughn v. Rosen*, 484 F.2d 820 (D.C. Cir. 1973), *cert. denied*, 415 U.S. 977 (1974). As you are aware, a *Vaughn* index must describe each document claimed as exempt with sufficient specificity "to permit a reasoned judgment as to whether the material is actually exempt under FOIA."[3] Moreover, the *Vaughn* index "must describe *each* document or portion thereof withheld, and for *each* withholding it must discuss the consequences of disclosing the sought-after information."[4] Further, "the withholding agency must supply 'a relatively detailed justification, specifically identifying the reasons why a particular exemption is relevant and correlating those claims with the particular part of a withheld document to which they apply.'"[5]

In the event some portions of the requested records are properly exempt from disclosure, please disclose any reasonably segregable non-exempt portions of the requested records. If it is your position that a document contains non-exempt segments, but that those non-exempt segments are so dispersed throughout the document as to make segregation impossible, please state what portion of the document is non-exempt, and how the material is dispersed throughout the document.[6] Claims of nonsegregability must be made with the same degree of detail as required for claims of exemptions in a *Vaughn* index. If a request is denied in whole, please state specifically that it is not reasonable to segregate portions of the record for release.

You should institute a preservation hold on information responsive to this request. American Oversight intends to pursue all legal avenues to enforce its right of access under FOIA, including litigation if necessary. Accordingly, your agency is on notice that litigation is reasonably foreseeable.

To ensure that this request is properly construed, that searches are conducted in an adequate but efficient manner, and that extraneous costs are not incurred, American Oversight welcomes an opportunity to discuss its request with you before you undertake your search or incur search or duplication costs. By working together at the outset, American Oversight and your agency can decrease the likelihood of costly and time-consuming litigation in the future.

Where possible, please provide responsive material in electronic format by email or in PDF or TIF format on a USB drive. Please send any responsive material being sent by mail to American Oversight, 1030 15th Street NW, Suite B255, Washington, DC 20005. If it will accelerate release of responsive records to American Oversight, please also provide responsive material on a rolling basis.

Fee Waiver Request

In accordance with 5 U.S.C. § 552(a)(4)(A)(iii) and your agency's implementing regulations, American Oversight requests a waiver of fees associated with processing this request for records. The subject of this request concerns the operations of the federal government, and the disclosures will likely contribute to public understanding of those operations. Moreover, the request is primarily and fundamentally for non-commercial purposes.

American Oversight requests a waiver of fees because "disclosure of the [requested] information is in the public interest because it is likely to contribute significantly to public understanding of the operations or activities of the government."[7] The requested records directly concern identifiable operations or activities of

the government—namely, the background and qualifications of appointed and career employees working for the agency. Since January 20, 2017, the Trump administration has been appointing or assigning individuals to play significant roles in shaping the agenda of every federal agency, with frequent changes along the way.[8] Identifying who these people are, and the background and perspectives that they bring to their jobs as federal employees, is essential to informing the public regarding the operations and decisionmaking of the federal government. In particular, only with clarity regarding the identity and background of these appointees can the public make informed assessments regarding whether decisions might have been influenced by conflicts of interest among the decisionmakers and whether those employees have personal or private interests affected by their policy actions. The requested records would thus “contribute significantly to public understanding of the operations and activities” of officials leading your agency.[9] And, as described in more detail below, American Oversight’s website and social media accounts demonstrate its ability and intention to effectively convey information to the public.

This request is primarily and fundamentally for non-commercial purposes.[10] As a 501(c)(3) nonprofit, American Oversight does not have a commercial purpose and the release of the information requested is not in American Oversight’s financial interest. American Oversight’s mission is to promote transparency in government, to educate the public about government activities, and to ensure the accountability of government officials. American Oversight uses the information gathered, and its analysis of it, to educate the public through reports, press releases, or other media. American Oversight also makes materials it gathers available on its public website and promotes their availability on social media platforms, such as Facebook and Twitter.[11] American Oversight has demonstrated its commitment to the public disclosure of documents and creation of editorial content. For example, after receiving records regarding an ethics waiver received by a senior DOJ attorney,[12] American Oversight promptly posted the records to its website and published an analysis of what the records reflected about DOJ’s process for ethics waivers.[13] As another example, American Oversight has a project called “Audit the Wall,” where the organization is gathering and analyzing information and commenting on public releases of information related to the administration’s proposed construction of a barrier along the U.S.-Mexico border.[14]

Accordingly, American Oversight qualifies for a fee waiver.

Conclusion

We share a common mission to promote transparency in government. American Oversight looks forward to working with you on this request. If you do not understand any part of this request, have any questions, or foresee any problems in fully releasing the requested records, please contact Katherine Anthony at foia@americanoversight.org or (202) 897-3918. Also, if American Oversight’s request for a fee waiver is not granted in full, please contact us immediately upon making such a determination.

Sincerely,

Austin R. Evers

Executive Director

American Oversight

[1] *See, e.g.*, Politico Staff, *The Revolving Door of Trump's Cabinet*, Politico (Nov. 16, 2018, 4:00PM), >https://www.politico.com/interactives/2018/interactive_trump-cabinet-departures/<.

[2] FOIA Improvement Act of 2016 § 2 (Pub. L. No. 114–185).

[3] *Founding Church of Scientology v. Bell*, 603 F.2d 945, 949 (D.C. Cir. 1979).

[4] *King v. U.S. Dep't of Justice*, 830 F.2d 210, 223–24 (D.C. Cir. 1987) (emphases in original).

[5] *Id.* at 224 (citing *Mead Data Central, Inc. v. U.S. Dep't of the Air Force*, 566 F.2d 242, 251 (D.C. Cir. 1977)).

[6] *Mead Data Central*, 566 F.2d at 261.

[7] 5 U.S.C. § 552a(4)(A)(iii).

[8] *See, e.g.*, Politico Staff, *supra* note 1.

[9] 5 U.S.C. § 552a(4)(A)(iii).

[10] *Id.*

[11] American Oversight currently has approximately 12,100 page likes on Facebook and 49,800 followers on Twitter. American Oversight, Facebook, >https://www.facebook.com/weareoversight/< (last visited Jan. 17, 2019); American Oversight (@weareoversight), Twitter, >https://twitter.com/weareoversight< (last visited Jan. 17, 2019).

[12] *DOJ Records Relating to Solicitor General Noel Francisco's Recusal*, American Oversight, >https://www.americanoversight.org/document/doj-civil-division-response-noel-francisco-compliance<.

[13] *Francisco & the Travel Ban: What We Learned from the DOJ Documents*, American Oversight, >https://www.americanoversight.org/francisco-the-travel-ban-what-we-learned-from-the-doj-documents<.

[14] *Audit the Wall*, American Oversight, >https://www.americanoversight.org/investigation/audit-the-wall<.

Political Appointees

12/2017 to Present

Name	Unit	Position Title	Type of Appointment	Date Entered Position	End Date	Comments
Bernasconi, Aaron	Office of the Ambassador	Confidential Assistant	AD Appointment	11/26/2018		
Brenna, Bridget	Office of the Ambassador	Executive Secretary	AD Appointment	11/11/2018		
Chapman, Dereck	Office of the Ambassador	Program Research Specialist	AD Appointment	5/14/2018		
Deason, Alexandra	Public & Media Affairs	Digital Coordinator	AD Appointment	1/3/2018	3/12/2018	
		Special Assistant to the				

Donal, Hailey	Office of the Ambassador	Chief of Staff	AD Appointment	7/13/2018		
Doud, Gregory	Chief Agricultural Neg.	Chief Agricultural Negotiator	EX Appointment	3/12/2018		
Emerson, Jeffrey	Public & Media Affairs	Assistant USTR	AD Appointment	12/31/2017		
Gerrish, Jeffrey	Deputy USTR (1)	Deputy USTR	EX Appointment	3/6/2018		
Mahoney, Curtis	Deputy USTR (2)	Deputy USTR	EX Appointment	3/13/2018		
McClendon, Dallas	WPE	Confidential Assistant	AD Appointment	2/11/2019		
Shea, Dennis	Deputy USTR (Geneva)	Deputy USTR	EX Appointment	3/6/2018		
White, Christopher	Office of the Ambassador	Confidential Assistant	AD Appointment	8/6/2018		

Internal Assignments

12/2017 to Present

Name	Unit	Position Title	Type of Appointment	Date Entered Position	End Date	Comments
Ackerly, Stewart	Front Office	Senior Advisor	GS - Schedule A	7/1/2018		Deputy Chief of Staff
Krissek, Patrick	Western Hemisphere	Director	Career	11/5/2018		Internal temp. assignment to FO - Advisor

Political Appointees

12/2017 to Present

Name	Unit	Position Title	Type of Appointment	Date Entered Position	End Date	Comments
Bernasconi, Aaron	Office of the Ambassador	Confidential Assistant	AD Appointment	11/26/2018		
Brenna, Bridget	Office of the Ambassador	Executive Secretary	AD Appointment	11/11/2018		
Chapman, Dereck	Office of the Ambassador	Program Research Specialist	AD Appointment	5/14/2018		
Dease, Alexandra	Public & Media Affairs	Digital Coordinator	AD Appointment	1/2/2018	3/22/2018	
Dorval, Haley	Office of the Ambassador	Special Assistant to the Chief of Staff	AD Appointment	7/23/2018		
Doud, Gregory	Chief Agricultural Neg.	Chief Agricultural Negotiato	EX Appointment	3/12/2018		
Emerson, Jeffrey	Public & Media Affairs	Assistant USTR	AD Appointment	12/31/2017		
Gerrish, Jeffrey	Deputy USTR (1)	Deputy USTR	EX Appointment	3/6/2018		
Mahoney, Curtis	Deputy USTR (2)	Deputy USTR	EX Appointment	3/13/2018		
McClendon, Dallas	IAPE	Confidential Assistant	AD Appointment	2/11/2019		
Shea, Dennis	Deputy USTR (Geneva)	Deputy USTR	EX Appointment	3/6/2018		
White, Christopher	Office of the Ambassador	Confidential Assistant	AD Appointment	8/6/2018		

Internal Assigments

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Name	Unit	Position Title	Type of Appointment	Date Entered Position	End Date	Comments
Ackerly, Stewart	Front Office	Senior Advisor	GS - Schedule A	7/1/2018		Deputy Chief of Staff
Krissek, Patrick	Western Hemisphere	Director	Career	11/5/2018		Internal temp. assigment to FO- Advisor

AARON BERNASCONI

[redacted]@gmail.com [redacted] www.linkedin.com/in/aaron-bernasconi

PROFESSIONAL SKILLS

- Administration
- Report Analysis
- 7+ years of SAP experience
- Objectivity and Integrity
- Financial Management
- Strategic Decisiveness
- Innovative Problem Solving
- Database Management
- Conflict Resolution

EDUCATION

Fort Hays State University **Hays, Kansas**
Bachelor of Arts in Political Science Graduated May 2010
Concentration: Campaign Management Pi Sigma Alpha Honor Society

St. John International University **Torino, Italy**
Study abroad Spring Semester 2010

EXPERIENCE

United States Senate Sergeant at Arms (SAA) - Washington, District of Columbia March 2018 - present *Doorkeeper*

- Directly support the Senate legislative process by controlling access to the Senate Chamber, in addition to serving as a steward of decorum, propriety, and efficiency of the United States Senate.
- Support the Executive Office of the SAA as an Executive Assistant when they are short staffed - providing operational, security, and protocol support to all departments of the SAA.

Ram Tool Construction Supply Company Inc. - Nashville, Tennessee **July 2012 – March 2018**
Operation Assistant

- Manage all operations personnel (30+) including warehouse pullers, delivery driver, receiving, and invoicing staff
- Develop strategies to streamline day to day processes, increase employee accountability, reduce internal loss, monitor staffing requirements, and manage budgets leading to an increase in operational productivity
- Support 20+ member sales staff by resolving disputes with AR and AP, facilitating customer requests, and leveraging vendor relationships; leading to 25-30% sales growth every year and $40 million in sales annually
- Monitor profit margins on all sales orders, and coach sales staff on attaining desired margin to hit budgets
- Prepare reports and maintain detailed databases of sales and inventory related matters for corporate review
- Oversee $2.5 million in inventory by verifying internal monthly audits, process invoices, and issuing credits to maintain inventory integrity, in addition to handling cash transactions and branch bookkeeping
- Field and resolve all internal/external operational requests to maintain seamless branch operations

Techtronic Industries (TTi) North America Inc. - Nashville, Tennessee **June 2010 - June 2012**
Field Sales Representative

- Responsible for increasing sales of multiple product brand lines in a territory of retail stores ($3 million annually)
- Increased territory sales of all brand lines by 35% through establishing lasting partnerships with distributors and their management teams allowing for greater retail space and product placement in stores
- Held storewide sales blowout/demo events monthly to drive brand awareness to customers and store employees
- Developed and delivered training seminars to 500+ customers/distributors to increase comfort level with products

The Home Depot - Hays, Kansas **July 2005 - January 2010**

Department Supervisor

- Tracked sales trends, highlighted focus products, monitored departmental inventory and replenishment needs
- Responsible for interviews, evaluations, and continued training for a department of 10-15 employees
- Extensive experience in effective communication, providing customer solutions, and conflict resolution

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Sigma Alpha Epsilon Fraternity - Hays, Kansas **August 2007 - May 2010**

- Chapter Treasurer

Will travel where required

ALEXANDRA E. DEASE

[redacted]@gmail.com | [redacted] | [redacted]

EXPERIENCE

Office of House Majority Whip Steve Scalise (LA-01) **Washington, D.C.**
Press Assistant *December 2016 – Present*

- Tasked with creating daily press clips, press releases, policy briefers, op-eds, television/radio bookings, video content, and graphic design.
- Will regularly speak with reporters to give them background on a number of policy issues.
- Maintains both Whip Scalise’s personal and whip office websites.
- Responsible for Whip Scalise’s weekly enewsletter, with a distribution list of over 25,000 constituents.
- Works with the digital strategist to edit and film weekly addresses on various topics.
- Created data analysis system using Member voting records, tenure in Congress, state/district, issue focus and success.

Office of House Majority Whip Steve Scalise (LA-01) **Washington, D.C.**
Staff Assistant *May 2016 – December 2016*

- Coordinated internship program and managed the front office.
- Able to recognize all Republican Members of Congress by name, face, and home state. Tasked with taking attendance at weekly Member meetings.
- Worked with the Whip’s coalitions team to set up/staff routine events with Whip Scalise, other Members, and multiple interest groups.
- Assisted press team with the creation of daily press clips, press releases, policy briefers, opeds and graphic design.

Rapid Urgent Care **Covington, LA**
Digital Media Intern *October 2015 – April 2016*

- Created company website.
- Responsible for creating original content/graphics for social media pages.

Office of House Majority Whip Steve Scalise (LA-01) **Washington, D.C.**
Press Intern *May 2014-July 2014, May 2015 – August 2015*

- Attended weekly strategy meetings and assisted with day-to-day administrative tasks.
- Assisted in both Member and constituent correspondence.
- Wrote press releases, op-eds, and newsletters for the press team. Created original graphics and content for Congressman Scalise’s social media pages. Sent out daily press clips.

EDUCATION

Pepperdine University **Malibu, CA**
Public Relations Major, Emphasis in Political Science *August 2012 – April 2016*

- Relevant Coursework: History and Religion of Israel, International Relations, Communication Research, American Foreign Policy, Digital Strategy, Arms Control and International Security

ORGANIZATIONS & SKILLS

- Kappa Kappa Gamma Sorority: Vice President – Standards, Activities Chairman
- Public Relations Director, College Republicans
- Arabic Language Skills: Elementary Proficiency
- Competent in Adobe Suite (Photoshop, Lightroom, Illustrator)

BRIDGET A. BRENNAN

[redacted] ◆ [redacted] [redacted] ◆ [redacted] ◆ [redacted]@gmail.com

HIGHLIGHTS OF QUALIFICATIONS

- Attorney currently serving in the Trump administration at the General Services Administration.
- Strong background in project management, including coordinating document reviews, consolidating information, ensuring representation of stakeholder viewpoints, and meeting deadlines.

PROFESSIONAL EXPERIENCE

General Services Administration, Washington, D.C.
Counsel to the General Counsel, (including time as detailee) October 2017 – Present
Senior Advisor to the Administrator, May 2017 – April 2018

- Draft sensitive agency correspondence, co-author technical assistance on proposed legislation and executive orders, lead teams for document reviews, and interface with the Department of Justice on pending lawsuits.
- Serve as counsel to the agency's technology arm: review wide-ranging transactional agreements and ensure compliance with fiscal law, relevant technology laws, administrative law, and agency policies and procedures.
- Research and advise the general counsel on legal issues and oversee special projects for the administrator.

U.S. Department of the Treasury, Washington, D.C.
Special Assistant to the Secretary of Treasury, January 2017 – May 2017

- Provided legal support during the transition of power between administrations by tracking pending litigation involving Department of Treasury equities and drafting legal memoranda on relevant case decisions.

Donald J. Trump For President, New York, NY
Advance Press Lead, July 2016 – December 2016

- Produced nationally televised campaign events and coordinated associated aspects of media coverage, including preparing press releases and independently managing 150 to 300 members of the media at each campaign rally.

Tech Coast Angels, Newport Beach, CA
Director, December 2014 – April 2016
Analyst Intern, September 2014 – December 2014

- Evaluated startup applications and business models against 70 investors' funding criteria; if a funding offer was secured, assisted with the due diligence process by reviewing term sheets and other deal documents.
- Partnered with the startup Proseeder to customize their online platform specifically for Tech Coast Angels members to track and partake in deals online, ensuring the adaptation mirrored real-life deal flow processes.

Allergan, Irvine, CA
Tax Law Intern, May 2014 – August 2014

- Drafted intercompany contracts to reflect shifts in transfer pricing among Allergan's international subsidiaries.

The Laura Ingraham Show, Washington, D.C.
Producer, February 2013 – May 2013

- Developed political and social-trend content daily for Laura Ingraham's nationally syndicated radio show.

Romney For President, Boston, MA
Advance Site and Press Site, June 2012 – November 2012

- Planned campaign rallies for Governor Romney and Congressman Ryan, including media logistics across the US.

EDUCATION

Chapman University, Dale E. Fowler School of Law, Orange, CA
Juris Doctor, Business Law Emphasis, May 2016

University of California, Berkeley, Berkeley, CA
Bachelor of Arts, Legal Studies, May 2012

BAR MEMBERSHIP

State Bar of California, Admitted December 2016

Christopher M. White

[redacted] | [redacted] | [redacted]@gmail.com

EDUCATION

Georgetown University School of Foreign Service, Washington, D.C. May 2018
Major: International Politics, Concentration: Security Studies

Malvern Preparatory School, Malvern, PA June 2014
High School Diploma

EXPERIENCE

The Office of White House Liaison, Dept. of Commerce, *Intern* Washington, D.C. June 2018-present
- Personal aid to the Director, helping to efficiently execute the duties in operation for the office that require coordination with a multitude of offices and personnel
- Assist in vetting for prospective appointees to certify they are suitable candidates and communicating to schedule interviews and gather further information
- Coordinate and monitor special projects that are of interest to the Director and other political appointees to ensure they are completed in a timely manner
- Member of team that scheduled and organized Select USA Summit which required being in constant contact and personal interaction with a variety of governmental departments, businesses, CEOs, and high level VIPs.

J.J. White Incorporated, *Intern*, Philadelphia, PA June – August, 2016 – 2017
- Analyzed industrial and commercial construction projects to provide better insights
- Reported to and communicated with multiple senior officials and worked as a liaison to other companies in the field
- Balanced both technical skills within the office and manual labor outside the office
- Welded, fitted, and cut pipe while ensuring precision within company projects in the field

The Office of Congressman Lou Barletta, *Intern*, Washington, D.C. January 2016 – May 2016
- Facilitated internal meetings and aided constituents
- Managed flag requests and performed other administrative duties
- Helped to create schedules and manage meeting times for the Congressman in the office
- Researched legislative proposals and drafted correspondence for senior colleagues

Glendale Rugby Academy, *Rugby Youth Coach*, Glendale, CO May 2015 – July 2015
- Mentored and coached youth players from across the country at a prestigious academy
- Developed young players through focusing on fundamentals and rugby tactics
- Coordinated and successfully executed leadership activities for players and fellow coaches

EXTRACURRICULAR ACTIVITIES

Georgetown University Rugby Football Club, *No. 8*, Washington, D.C. October 2014–October 2018
- Started for Georgetown's Division I Rugby Football Club
- Won internationally recognized 2016 USA Sevens Rugby Bowl in Las Vegas, NV
- Led team in points first season as a starter sophomore year
- Practiced 10+ hours per week with competitive travel play on weekends
- Lead in philanthropic initiatives to support Dog Tag Bakery, a bakery that educates and employs disabled veterans in practical entrepreneurship

Knights of Columbus, *Member*, Washington D.C. January 2015 – Present
- Participated in many community service activities throughout Catholic Churches in the greater Washington D.C. area
- Involved in church service activities dedicated to feeding the homeless each weekend

Glendale Raptors, *Forward*, Glendale, CO May 2015 – July 2015
- Selected through a highly competitive process to participate in a Semi-Professional Rugby Team in the Pacific Rugby Premiership
- Started 20+ games throughout the Midwest and Rocky Mountain Regions as a Forward
- Practiced 25+ hours per week on the field and the High Performance Training Centre
- Volunteered at youth hospitals to better connect the team with the surrounding community

SKILLS, AWARDS, AND INTERESTS

- **Language**: Proficiency in Spanish from the Georgetown School of Foreign Service
- **Microsoft Office**: Intermediate Proficiency in Word, Excel, and PowerPoint
- **Rowing**: 4 year Varsity Letterman, won 2 scholastic National Championships
- **Fitness**: Developed training and nutrition programs for 10+ Georgetown students

C.J. MAHONEY
[redacted] ▯ [redacted] ▯ [redacted]
[redacted]@wc.com

EDUCATION

Yale Law School, New Haven, CT. J.D., June 2006. Editor-in-Chief, *Yale Law Journal*, Volume 115. Emerson Prize for best paper on a subject related to legislation, *Treaties as Contracts: Textualism, Contract Theory, and the Interpretation of Treaties*, 116 Yale L.J. 824 (2007).

Harvard College, Cambridge, MA. A.B. in Government, June 2000. *Magna cum laude*. Phi Beta Kappa. Bennett Prize for Best Thesis in American Government.

WORK EXPERIENCE

Williams & Connolly LLP, Washington, D.C. Partner. 2008-present. Areas of focus include white collar, commercial, and appellate litigation and international arbitration. Admitted to the Kansas and District of Columbia Bars. Representative matters include:

- Second Chair in RMBS-related securities fraud trial in the District of Connecticut.
- Defense of insurance company and executives in civil RICO trial in the Southern District of New York.
- Representation of biofuel company in Administrative Procedure Act litigation with the Department of Agriculture.
- Representation of individuals and companies in numerous Congressional and Department of Justice investigations.
- Second chair in a Paris-based ICC arbitration involving a merger dispute. The arbitration resulted in a $130 million award in the client's favor.
- Representation of a sovereign in a treaty dispute involving water rights.

Yale Law School, New Haven, CT. Visiting Lecturer. 2015-present. Teach course on international arbitration.

Supreme Court of the United States, Washington, D.C. Law Clerk to Associate Justice Anthony M. Kennedy. 2007–08.

United States Court of Appeals for the Ninth Circuit, Pasadena, CA. Law Clerk to Judge Alex Kozinski. 2006–07.

McKinsey & Company, New York, NY. Business Analyst. 2000–03. Focused on private equity and financial services matters.

INTERESTS/PERSONAL

Fellow of the Chartered Institute of Arbitrators. John Carroll Society. Eagle Scout.

DALLAS MCCLENDON

[redacted] [redacted] [redacted] [redacted] [redacted]@wildblue.net

EDUCATION

Bachelor of Business Administration, Economics, December 2017
Mississippi State University, Starkville, MS

- GPA: 3.80/4.00
- President's List and Dean's Scholar
- Studied Economics, International Trade, Econometrics, and Public Finance
- Experienced with SAS, R-Studio, XLSTAT, Tableau, SalesForce, SharePoint, Photoshop, and Lightroom
- Modern Standard Arabic (1 year)

EXPERIENCE

United States Trade Representative, Intern
August 2018 – Present

- Intern in the Office of Congressional Affairs, Europe and the Middle East, and Press and Media Affairs.
- Monitor White House press pool updates and respond to press inquiries.
- Compile global news sources related to US trade negotiations, WTO settlements, and the USTR.
- Organize Trade Investment and Framework Agreements meetings and summarize the discussions of United States and foreign officials.
- Assist Deputy and Assistant Ambassadors at Congressional hearings, press briefings, and think tanks.

White House Internship Program, Department of Correspondence, Intern
May 2017 – August 2017

- Interned in the Office of Presidential Gifts.
- Received and processed gifts from the American public and foreign dignitaries and prepared gifts for appraisal, data entry, and briefings.
- Transitioned the gift office by creating protocol, training volunteers, and removing backlog.
- Improved efficiency through streamlining which resulted in increased productivity by processing over 1,500 units.
- Ensured compliance to the Standards of Ethical Conduct and the Presidential Records Act.

Joe Frank Sanderson Center, Lead Trainer, Personal Trainer
May 2016 – December 2017

- Trained 5 clients individually for fitness goals, taught 4 group exercise classes weekly, and trained 68 Mississippi State University spirit group members.
- Named Personal Trainer of the Year and promoted to Lead Trainer within 6 months of beginning work.
- Oversaw a staff of 24 fitness assistants and managed rec sports events and promotions.
- MSU On The Move Fitness Spokesperson Volunteer promoting health and wellness through Student Affairs.

Mississippi State University Department of Quantitative Analysis, Team Leader
Spring 2017

- Used analytics tools to process account data and worked with programming language to produce predictive models and correlation analysis.

- Provided business solutions to Rise Against Hunger charity as part of the Teradata Analytics Challenge, submitted a report with graphics and group analysis, and finished as a semifinalist.

Mississippi Lieutenant Governor's Office and Mississippi State Senate, Page January 2013

- Attended senate sessions and assisted the Lt. Governor with legislative needs during session.
- Preformed secretarial work, distributed documents within the capitol, and managed meetings with senators.

ACTIVITIES

- Big Brother Big Sister National Capital Area Volunteer
- Student Ambassador to Australia working on community service and government immersion
- National Multiple Sclerosis Society Volunteer and Participant in the BP MS 150 bike ride in Houston, Texas

DENNIS CLARKE SHEA

(b) (6) [redacted] ■ (b) (6) [redacted] ■ (b) (6) [redacted]@cox.net

LEADER, ADVISOR, SUBJECT MATTER EXPERT, COMMUNICATOR

U.S. – China Relations (Economics, Trade, Security) ■ Public Policy Development ■ Political/Legislative/Legal

EXECUTIVE PROFILE

Accomplished, highly skilled, Harvard Law-educated and well-respected leader in many arenas: international relations (U.S. – China), political, corporate, legal, and government. Strategic Subject Matter Expert and thoughtful influencer in policy areas key to U.S. economic development and security. Legal education and experience provide platform for research, analysis and recommendations. Broad interests and knowledge together with impressive interpersonal skills define an executive who forms solid working relationships, builds cooperative teams, eloquently presents information to varied audiences and appeals to decision-makers at all levels within disparate organizations and groups.

CORE STRENGTHS

- Advise on U.S.-China economic and security relations as well as China's compliance with its World Trade Organization (WTO) commitments
- Engage broad base of skills and talents to provide expert counsel on wide array of subjects to C-level constituents within corporations, law firms, Congress, Federal government agencies and nonprofits
- Research and assess complex issues in areas of domestic and international policy; provide recommendations and guidance
- Write and publish reports on key domestic policy issues
- Provide outstanding direction, mentoring, and team leadership to staff at all levels

EDUCATION

Harvard Law School, J.D., 1986
Harvard Graduate National Scholar
Notes Editor, *Harvard Journal on Legislation*
Teaching Fellow

Harvard College / Harvard Graduate School of Arts and Sciences, 1983
A.B. with Honors, Major in Government
A.M., American History
Harvard National Scholar

PROFESSIONAL EXPERIENCE

U.S.-China Economic and Security Review Commission, Washington, DC **2007 – Present**
VICE CHAIRMAN
Lead 12-member, specially appointed bipartisan commission that monitors China's compliance with its WTO commitments and submits to Congress an annual report on the national security implications of the bilateral trade and economic relationship between the U.S. and China. Provide recommendations for legislative and administrative action. Testify regularly before Congress and lead delegations on extensive travel throughout East Asia. Served as Commission Chairman or Vice Chairman each year since 2012.

Shea Public Strategies LLC, Alexandria, VA **2009 – Present**
PRINCIPAL
Provide cogent, intelligent, useful public policy consulting, strategic communications counsel and editorial services as independent consultant focused on housing, financial services, and postal issues. Clients have included Bipartisan Policy Center, Federal Housing Finance Agency, Mortgage Bankers Association, J. Ronald Terwilliger Foundation for Housing America's Families, Urban Land Institute, Pitney Bowes, and Board of Governors of the U.S. Postal Service.

Pitney Bowes Inc., Washington, DC **2007 – 2009**
VICE PRESIDENT, GOVERNMENT AFFAIRS – AMERICAS
Led company's government relations efforts in Washington, DC, Latin America and Canada with specific focus on financial services regulation, postal issues, and health care. Managed team of outside consultants and supervised disbursements from company's political action committee.

National Republican Senatorial Committee, Washington, DC **2005 – 2006**
SENIOR ADVISOR TO COMMITTEE CHAIR, SENATOR ELIZABETH DOLE
Provided counsel on policy development, political messaging, fundraising, and candidate recruitment. Served in key troubleshooting role to maximize Senator's effectiveness and reach.

U.S. Department of Housing and Urban Development (HUD), Washington, DC **2003 – 2005**
ASSISTANT SECRETARY FOR POLICY DEVELOPMENT AND RESEARCH (PD&R)
Led office responsible for policy analysis, research, surveys, studies, and program evaluations. PD&R is HUD office responsible for establishing Fair Market Rents for Section 8 program, producing the American Housing Survey, preparing the "worst case needs" report to Congress, administering aspects of the Low-Income Housing Tax Credit program, and performing economic analysis supporting the GSE housing goals. Managed staff of 150 and an annual budget of more than $70 million.

President's Commission on the U.S. Postal Service (USPS) - Washington, DC **2003**
EXECUTIVE DIRECTOR
Directed bipartisan commission with $2 million budget established by Executive Order to review current state of USPS. Commission issued report outlining a comprehensive set of recommendations for reforming the USPS and ensuring the continued viability of postal services. Many recommendations were reflected in the 2006 postal reform law.

BKSH & Associates, Washington, DC **1998 – 2002**
DIRECTOR
Represented numerous corporate and non-profit clients before the U.S. Congress and the Executive Branch for leading government relations firm. Lobbied on behalf of telecommunications companies, major U.S. financial institutions, professional associations, and healthcare organizations.

American Enterprise Institute / The Brookings Institution / Project on the Independent Counsel Statute, Washington, DC **1998 – 1999**
CONSULTANT
Assisted former Senate Majority Leaders Bob Dole and George Mitchell in the development of a report outlining recommendations for reforming the independent counsel statute.

Verner, Liipfert, Bernhard, McPherson and Hand, Washington, DC **1997 – 1998**
COUNSEL
Represented corporate and governmental clients before the U.S. Congress and Executive Branch. Assisted in the development of an aggressive new business program.

Dole for President, Washington, DC **1995 – 1996**
DIRECTOR OF POLICY/SENIOR POLICY ADVISOR
Led effort to develop candidate initiatives and positions in virtually every area of non-defense domestic policy. Member of the debate preparation team. Traveled extensively with candidate in role of campaign's domestic policy advisor.

Office of Senate Republican Leader, Washington, DC **1993 – 1995**
DEPUTY CHIEF OF STAFF / COUNSEL **1988 – 1991**
Advised Senator Dole, other Republican Senators on broad range of issues, including judiciary, civil rights, litigation reform, banking, education, labor, and campaign finance legislation. Participated in drafting and development of numerous pieces of legislation. Wrote op-eds, public speeches, Congressional testimony and statements for delivery on the Senate floor. Ensured office compliance with Senate ethics rules. As Deputy Chief of Staff, helped manage professional staff of approximately 15. On several occasions, named by Roll Call as one of the top 50 most influential Congressional staffers.

Candidate for U.S. House of Representatives, New York, NY **1991 – 1992**
Received Republican nomination for New York's 7th Congressional District. Campaigned on full- time basis, garnering nearly 44% of the vote against a well-financed incumbent.

Skadden, Arps, Slate, Meagher & Flom, Washington, DC **1986 – 1988**
ASSOCIATE
Practice devoted to corporate legal issues, including hostile and negotiated mergers and acquisitions and initial public offerings.

MEDIA EXPERIENCE
MSNBC On-Air Contributor/Online Columnist (1990s). Frequent appearances as legal / political expert on public affairs programs aired by PBS, CNN, CNBC, Fox News, C-SPAN, and Voice of America.

Dereck C Chapman

[redacted]

[redacted]@gmail.com

EDUCATION

College of William and Mary (Williamsburg, VA) May 2013
BA, Primary Major: Chinese Language and Culture; GPA: 3.95 Secondary Major: Government GPA: 3.64; Cumulative GPA: 3.53 (Cum Laude)

U.C. Berkeley Inter-University Program (IUP) (Beijing, China) January 2014
Chinese Language; GPA: 4.0

Tsinghua University (Beijing, China) May 2014
Chinese Language

Chinese Studies Institute (Beijing, China) August 2012
Government, Chinese; GPA: 4.0

EXPERIENCE

Skadden, Arps, Slate, Meagher & Flom LLP, Washington, D.C. January 2015 – Present
International Trade Legal Assistant

- Drafted and cite-checked filings in numerous trade remedy cases before the U.S. Department of Commerce, U.S. International Trade Commission, Court of International Trade, and Court of Appeals for the Federal Circuit
- Coordinated with government agency officials to ensure compliance with the regulations and restrictions of business proprietary information under Administrative Protective Order
- Advised attorneys and clients regarding filing rules and procedures related to Import Injury investigations, Section 201 global safeguard investigations, and Section 337 intellectual property investigations
- Compiled and analyzed commercial and financial data in U.S. Producer, U.S. Importer, Foreign Producer, and Purchaser questionnaire responses submitted to the U.S. ITC to assess material injury in the domestic market
- Conducted Chinese language and English language research on international market conditions specific to regions involved in ongoing trade remedy litigation
- Managed a team of junior legal assistants and student interns to provide legal support to attorneys and clients

Fleishman-Hillard, Beijing, China March – May 2014
Public Relations Development Intern

- Developed web-oriented market strategies to promote the TCL Corporation brand to international investors
- Composed and revised TCL Corporation brand press releases and public media content, contributing to the development of a new overseas market strategy

William and Mary Confucius Institute, Williamsburg, VA January – May 2013
Administrative and Outreach Intern

- Published and managed web content using Cascade Web Content Management System
- Organized outreach events to promote Chinese language and culture to William and Mary students

China Studies Institute, Beijing, China June – August 2012
Lead Academic Translator

- Conducted translation project to be published in a Chinese language textbook
- Mediated communication between English and Chinese speakers through translation work

SKILLS

- Language: Mandarin Chinese (Full Professional Working Proficiency), French (Beginner)
- Computer: Microsoft Word, Excel, PowerPoint Web Management: Cascade

HONORS & AWARDS

Above and Beyond Recognition Award, Skadden Arps., Washington, D.C. June 2016

- Presented to an employee in the Washington, D.C. office for providing transcendent value to the firm and its clients and modeling performance that stands out as an exemplary demonstration of the firm's core values

Confucius Institute Scholarship, Tsinghua University, Beijing, China February – May 2014

Chinese Culture Championship Prize, College of William and Mary May 2013

- Awarded to one graduating senior by the William and Mary Chinese department for demonstrating knowledge and appreciation of Chinese culture on campus

China Studies Institute Honor Student, Beijing, China August 2012

- One of two students to be placed on the China Studies Institute's "Wall of Honor"

GREGORY F. DOUD

(b) (6) [redacted]

Email: (b) (6) [redacted]@gmail.com Mobile: (b) (6) [redacted]

AGRICULTURAL ECONOMIST, POLICY & TRADE SPECIALIST

Executive level leadership in the agricultural commodities industry for success in:

- Producer, Government & International Relations
- Market & Policy Analysis
- Legislative & Regulatory Affairs
- Industry Outreach & Liaison Affairs
- Conference Planning
- Public Speaking & Presentations
- Agricultural Economics
- U.S. Farm Policy
- International Supply & Demand
- Marketing & Business Development

Extensive knowledge of agricultural commodity markets and the Washington, DC regulatory and political environment including key players in both industry and government. Strong communication and interpersonal relations skills.

PROFESSIONAL EXPERIENCE:

COMMODITY MARKETS COUNCIL, Washington, D.C. 2013-present (the leading trade association for commodity futures exchanges and their industry counterparts*)*

President

Responsible for leading the advocacy efforts of an association whose members include some of world's largest agricultural and energy trading firms regarding regulatory initiatives of the Commodity Futures Trading Commission.

- Provides primary management responsibility for a $1.8 million trade association budget and small staff.
- Serves in the primary policy coordinating role between a membership that includes commodity exchanges in the United States and around the world, the world's largest agricultural commodity and energy trading firms, proprietary trading firms and consulting firms in the United States and Europe.
- Reinvigorated and doubled the size of the association by driving a significant increase in membership, the creation of a new European division (CMC Europe), adding key staff, and building relationships with key consulting groups.
- Plans and leads the Association's State of the Industry Conference, one of the nation's most prestigious gatherings of agriculture and energy industry executives.
- Produces official comments, communications pieces and position statements for the association.

UNITED STATES SENATE COMMITTEE ON AGRICULTURE, NUTRITION AND FORESTRY, Washington, D.C. 2011-2013

(Ranking Member Pat Roberts, Republican – Kansas; Ranking Member Thad Cochran, Republican – Mississippi*)*

Senior Professional Staff

Manages the livestock, international trade, food aid and U.S. Commodity Futures Trading Commission (CFTC) portfolios as member of the minority staff.

- Served as the primary minority committee staff overseeing all livestock, international trade and food aid matters.
- Possessed a U.S. government Top Secret security clearance for international trade policy matters.
- Served as the primary minority committee staff maintaining oversight of the CFTC including implementation of the Dodd-Frank Wall Street Reform & Consumer Protection Act and the MF Global bankruptcy.
- Primary Minority Staff responsible for crafting the Trade Title (Title III) of the 2012 Farm Bill.
- Conducted analysis, prepared opening statements, questions, background memos and materials for Senator Roberts and later Senator Cochran on all hearings and meetings related to livestock, trade, food aid and CFTC issues.

- Constantly met with a broad cross-section of stakeholders involving portfolio issues to inform and help focus legislative and regulatory activities of the Committee.
- Routinely met with government officials within USDA, USTR and the CFTC to conduct oversight. ▪ Represented the Senators during meetings with international, national, state and industry officials.

NATIONAL CATTLEMEN'S BEEF ASSOCIATION, Washington, D.C. 2003-2011
(The trade association of America's cattle farmers and ranchers*)*

Chief Economist
NCBA's key liaison across a broad spectrum of audiences regarding financial conditions, industry economics, marketing and international trade policy for the beef industry.

- Served as NCBA's key international trade advisor to the United States government on all beef trade issues.
  - Chairman of the USDA/USTR Ag Trade Advisory Committee for Animal and Animal Products.
  - Key liaison with personnel in office of the U.S. Trade Representative, USDA's Foreign Agriculture Service, International Trade Commission, and U.S. Department of State.
- Provided primary policy staffing support for NCBA's Joint International Markets and Live Cattle Marketing committees.
- Conducted economic analysis, prepares testimony, drafts legislation and writes white papers regarding numerous industry economics and international marketing issues.
- Gathered pertinent economic and trade information and data to help focus the legislative and regulatory activities of the association.
- Member of the CFTC's Agricultural Advisory Committee.
- Produced comments, communications pieces and position statements on economic and trade issues.
- Represented NCBA at numerous international, national, state, local and industry meetings.
- Interacted daily with print and radio media outlets on topical economic and trade issues.

AMERICAN SOYBEAN ASSOCIATION, Washington, D.C. 2002
(St. Louis, Missouri based export market development organization representing U.S. soybean producers in markets worldwide)

Director of Trade Analysis / International Marketing
Provided leadership in the identification, quantification and communication of international trade and market barriers that negatively affect U.S. soybean and product sales and utilization.

ARCHER DANIELS MIDLAND-AGRI, LLC, Washington, D.C. 2000 to 2001
(Joint venture between ADM and USAgri to develop African agricultural commodity trading and infrastructure)

Vice President
Responsible for developing ways to use US government food aid programs as a base for increased US commodity exports and subsequent investments in agribusiness in Africa and other developing regions.

WORLD PERSPECTIVES, INC., Washington, D.C. 1997-2000
(International trade policy & commodity market intelligence wire service for global grain trading firms)

Vice President, Information Services

Member of an exclusive agricultural market intelligence firm well-known and well-respected as a leader in industry, economic, policy and trend analysis. Created, marketed and led a series of sophisticated market intelligence and research programs to produce premier industry publications and data resources. Key industry liaison to worldwide subscriber base including the U.S. Department of Agriculture, European Union, senators, congressman, foreign dignitaries, international trade organizations, and major U.S. and foreign multinational corporations).

U.S. WHEAT ASSOCIATES, INC., Washington, D.C. 1991 to 1997
(export development organization representing U.S. wheat producers in markets worldwide)

Research & Market Analyst - DC Headquarters (1992 to 1997)
High-profile position working closely with U.S. Wheat Associates' President across a broad range of disciplines to advance the U.S. wheat industry's profitable presence worldwide. Excelled in the areas of policy development, market analysis, buyer and producer relations, program/project management and senior-level liaison affairs.

Assistant Director - West Coast Office - Portland, Oregon (1991 to 1992)
Recruited to newly-created position to manage commodity trading programs for visiting foreign trade delegations throughout the region. Planned schedules, agendas, meetings and conferences to promote the sale of hundreds of millions of dollars in annual purchases from leading wheat producers.

EDUCATION: **KANSAS STATE UNIVERSITY,** Manhattan, Kansas
MS - Agricultural Economics -1991
BS - Agriculture, Animal Science & Industry -1989

Member - Farm Foundation Round Table

2012 Kansas State University Agriculture Alumni Association Outstanding Young Alumnus

Past President - DC Area Alumni Chapter – Alpha Gamma Rho Fraternity

Selected to: **Brothers of the Century -** Alpha Gamma Rho Fraternity

Former State FFA Officer

PERSONAL: (b) (6) [redacted]

HALEY M. DORVAL

[redacted] [redacted] [redacted]@gmail.com

RELEVANT PROFESSIONAL EXPERIENCE

United States House of Representatives Washington, D.C.
Legislative Assistant & Scheduler, Office of Congressman Austin Scott (R-GA) April 2015 – present

- Maintain the Member's daily schedule, correspond with constituents and outside groups on behalf of the Member, and keep the Member on task with daily responsibilities by briefing him on all upcoming appointments in Washington D.C. and the district
- Work with District Director and Chief of Staff on strategic scheduling of D.C. and district events
- Organize all domestic and overseas travel, meeting, and event logistics for the Member; collaborate with staff to prepare briefing papers and travel materials for the Congressman
- Serve as the Office Manager and Emergency Coordinator, managing all office finance, emergency contingency planning, and overseeing day-to-day operations, often in a high-stress and fast paced environment
- Responsible for advising the Congressman on policy issues related to Foreign Affairs, Homeland Security, Postal Services, Science & Technology, Oversight & Government Reform, Small Business, and Native American Affairs
- Prepare policy memos, vote recommendations and cosponsorship requests
- Assist in developing legislative strategy to advance office priorities and engage with relevant stakeholders on issues within portfolio

ADDITIONAL WORK EXPERIENCE

United House of Representatives Washington, D.C.
Congressional Intern, Office of Congressman Darrell Issa (R-CA) February – March 2015

- Led constituent tours, assisted Scheduler with scheduling log, researched and prepared briefing materials for office staff

Education First Cambridge, MA
Regional Account Coordinator January – June 2014

- Assisted over 50 student travelers and parents a day with their finances, travel arrangements, and experiences by handling transactions, critical traveler information, and tour questions

The Civic Initiative Amherst, MA
Team Leader, UMass Donahue Institute Fellow May – June 2013

- Promoted to lead a group of 22 Argentinean Fulbright Scholars in their daily activities during a Public Policy program funded by the Argentinean Fulbright Commission
- Planned and supervised logistics of travel, academic sessions, and facilitated a meeting between scholars and staff at the Argentinean Embassy in Washington D.C.

Student Mentor, UMass Donahue Institute Fellow June – August 2012

- Mentored a group of 24 Iraqi undergraduate students for a Public Policy program sponsored by the U.S. Embassy in Baghdad
- Managed cultural and personal conflicts that arose within the group while students became accustomed to a new environment

Romney for President, Inc. Boston, MA
War Room Intern September – November 2012

- Consolidated, analyzed and extracted pertinent information from media outlets to assist with updating the candidate
- Helped develop Project ORCA, a mobile-optimized web application to be used on election day

Committee on Arrangements for the 2012 Republican National Convention Tampa, FL
Administrative Intern January – April 2012

United States Senate Washington, D.C.
Legislative Intern, Office of Senator Scott Brown (R-MA) July – August 2011

EDUCATION

United States Naval War College Washington, D.C.
College of Distance Education, Graduate Degree Program September 2016 – present

United States Air Force Air Command and Staff College Washington, D.C.
Distance Learning Program, Joint Professional Military Education Phase 1 October 2017

Northeasten University Boston, MA
Bachelor of Arts in International Affairs, Minor in Political Science December 2014
Dialogue of Civilizations Study Abroad Program
Greece: International Communication Abroad and Regional Engagement July – August 2014
Argentina: Argentinean Culture and Spanish Language July – August 2013

FELLOWSHIPS

Foreign Policy Initiative, *Congressional Scholars Program* Summer 2017
Woodrow Wilson International Center for Scholars, *Congressional Foreign Policy Fellowship Program* Spring 2017
Woodrow Wilson International Center for Scholars, *Congressional Cybersecurity Lab* Fall 2016

Jeff Emerson

[redacted]
[redacted]@gmail.com

SUMMARY:

More than 20 years of experience as a strategic communications and media relations professional serving as lead spokesperson, team manager, crisis communicator and speechwriter. Works collaboratively to coordinate and align messaging across departments and divisions.

EXPERIENCE:

Deputy Staff Director for Communications, U.S. House of Representatives Committee on Financial Services Feb. 2011-present

Create and implement strategies spanning traditional and social media to advance legislation and policy agendas. Coordinate media outreach, response and messaging across five subcommittees and 34 member offices. Serve as lead spokesperson. Prepare chairman and senior leaders for media interviews. Find, train, manage and mentor team of savvy communications professionals. Write and edit compelling press releases, speeches, talking points, op-eds, blog posts and video scripts. Identify and capitalize upon coverage opportunities. Actively engage, cultivate and manage relationships with news media.

Communications Director, Office of Governor Bob Riley Dec. 2003-Jan. 2011

Chief adviser to the Governor on communications strategy and adviser on policy issues. Served as a member of the Governor's Cabinet, acted as the administration's top spokesperson and wrote all major speeches. Worked with journalists, media influencers, industry officials and policy makers. Provided direction and management to communications staff. Coordinated messaging and media response across 22 Cabinet agencies.

Deputy Director, Alabama Association of Realtors Feb. 2003-Dec. 2003

Directed government affairs for 10,000-member trade association. Testified before legislative committees. Planned donor recruitment efforts.

Chief of Staff, Office of Congressman Spencer Bachus Feb. 1998-Sept. 2001

Press Secretary, Office of Congressman Spencer Bachus Jan. 1997-Feb. 2003

Managed staff and all activities of busy congressional office. Served as primary staff liaison to the White House, executive branch agencies and congressional leadership offices. Administered budgets and official finances. Developed policy ideas, implemented communications strategies and directed aggressive press operation.

Account Executive, Odell, Roper & Simms, Inc.
March 1995-Jan. 1997

Served as account manager for diverse group of political and non-profit clients in the U.S. and Canada. Conceived and executed direct marketing campaigns that raised more than $6 million. Generated future income by pitching new business proposals to prospective clients.

Press Secretary and Legislative Assistant, Office of Congressman Buddy Darden Jan. 1992-Jan. 1995

Wrote press releases, speeches and op-eds. Pitched stories and responded to media inquiries. Drafted and tracked legislation in assigned policy areas, including international trade, foreign relations and financial services.

EDUCATION:

B.A., The University of Alabama, 1991
Majors: Journalism and Political Science

JEFFREY D. GERRISH
[redacted]
[redacted]@skadden.com[redacted]

EXPERIENCE

SKADDEN, ARPS, SLATE, MEAGHER & FLOM LLP, Washington, DC
Partner, 2007-present; Counsel, 2004-2007; Associate, 1998-1999 and 2000-2004

- Head of the International Trade Group
- Represent U.S. companies as lead counsel in litigating antidumping and countervailing duty cases before the U.S. Department of Commerce, U.S. International Trade Commission, U.S. courts, NAFTA Binational Panels, and World Trade Organization dispute settlement panels
- Advise clients regarding U.S. export controls and U.S. customs laws and regulations • Represent U.S. companies in negotiations relating to international trade agreements
- Advise clients regarding legislative and executive branch initiatives on international trade issues

ARNOLD & PORTER, Washington, DC
Associate, 1999-2000

- Represented clients in mass torts and breach of contract litigation

TOBIN & DEMPF, Albany, NY
Associate, 1995-1998

- Represented clients in personal injury, civil rights, employment, and corporate litigation

EDUCATION

DUCKE UNIVERSITY SCHOOL OF LAW, J.D., 1994

Awards and Honors: Graduated with high honors, United States Law Week Award

STATE UNIVERSITY OF NEW YORK AT ALBANY, B.A., 1991

Major: Political Science; Minor: Economics
Awards and Honors: Graduated magna cum laude, Phi Beta Kappa

ARTICLES

- "U.S. Court of International Trade Overview: Non-Market Economy Cases in 2012," Georgetown Journal ofInternational Law, vol. 45, no. l, 2013
- "Protecting the Right to Judicial Review in Trade Remedy Cases: Preliminary

Injunctions and the Impact of Recent Court Decisions," Tulane Journal of International & Comparative Law, vol. 19, no. 2, 2011

- "International Trade," The International Lawyer, vol. 38, no. 2, 2004

PROFESSIONAL ACTIVITIES AND HONORS

- Member of New York, North Carolina, and District of Columbia Bars
- Member, U.S. Court of International Trade Rules Advisory Committee (appointed by the Chief Judge)
- Co-Chair of the International Trade Committee and Board Member, Customs and International Trade Bar Association
- Repeatedly selected for inclusion in The Best Lawyers in America

Patrick Joseph Krissek
[redacted]
Mobile: [redacted]
Day Phone: [redacted]
Email: [redacted]@gmail.com

Availability: **Job Type:** Permanent, Recent Graduates
Work Schedule: Full-Time

Work Experience: **U.S. Department of Commerce, International Trade Administration**
1401 Constitution Ave. NW
Washington DC, DC 20230 United States

06/2014 - Present
Salary: 92,145.00 USD Per Year
Hours per week: 40
Series: 1140 **Pay Plan:** GS **Grade:** 13

Mexico Desk Officer, Office of North America (This is a federal job)
Supervisor: Geri Word (202-482-1545)
Okay to contact this Supervisor: Contact me first

As a Mexico Desk Officer in the International Trade Administration's Office of North America, I serve as the go-to subject matter expert on the Mexican economy and U.S.-Mexico trade policy. I also serve as a counselor for U.S. companies facing market access or other barriers to trade in the Mexican market, working actively with U.S. stakeholders and the Mexican government to resolve issues impacting trade.

•Knowledge of trade policy issues.

In this position, I serve as the Department's subject matter expert on commercial, trade, and economic issues in Mexico. I regularly analyze economic data and market and industry trends to comment specifically on the implications of various developments on commercial opportunities for U.S. companies, as well as for U.S. trade and foreign policy. This includes developing extensive knowledge of the North American Free Trade Agreement, World Trade Organization structures and protocols, and good international regulatory and standards practices, and applying this knowledge in an effort to address nonconforming measures that negatively impact the trade-related interests of U.S. stakeholders.

•Expert level of ability to develop and implement US international economic

I interpret and analyze the text of international trade agreements, like the North American Free Trade Agreement, and foreign and domestic legally binding technical regulations in the course of my routine work responsibilities. I engage with private sector stakeholders to gather information and relay their interests as they relate to issues like border infrastructure, customs facilitation, and regulatory cooperation to the appropriate U.S. government of foreign government entities in an effort to reduce problematic requirements. I also regularly conduct outreach to the private sector to gather input used to influence the bilateral commercial and trade policy agenda and I am often called on to make presentations to U.S. companies promoting and defending U.S. trade policy and emphasizing the importance of our trade agreements.

•Skill in negotiating trade or trade-related agreements or outcomes with foreign governments and develop and execute negotiating strategies.

While not formal trade-agreements per se, in the course of my duties I am called upon to mediate and negotiate bi-national and interagency agreements on quasi-legal documents such as Memorandums of Understanding. This includes managing the drafting and negotiating agreement on Terms of Reference for the U.S.-Mexico Energy Business Council between the U.S. Departments of Commerce and Energy and the Mexican Ministries of Economy and Energy. Additionally, in our role overseeing the U.S.-Mexico High Level Economic Dialogue, I regularly manage the development of work plans and joint statements, which inevitably involves negotiating and mediating between numerous competing interests within the U.S. government, Mexican government, and important outside stakeholders. I have also received extensive formal training in negotiation and negotiating strategies from the U.S. Department of Commerce's Commercial Diplomacy Institute.

•Skill in collaborating and leadership to develop and implement assigned trade policies through interaction with key stakeholders.

I meet regularly with small firms, large companies, and industry associations to receive information on trade issues they are experiencing, developing courses of action to address problems. This includes organizing cross-specialty or inter-agency teams to work on cases, leveraging Mexico's international trade commitments, raising issues with representatives of Mexican customs or the appropriate regulator to negotiate solutions, and including systemic problems in high-level bi-national meetings attended by Commerce officials. Additionally, our office manages two major bi-national inter-agency commercial policy work

Economy, Finance, and Foreign Affairs, major stakeholder groups such as the U.S. Chamber of Commerce and the Council of the Americas, and agencies throughout the U.S. government to include the Office of the Vice President, the National Security Council and the Departments of Energy, Interior, Homeland Security, Transportation, etc.

•Ability to communicate effectively, including with high-level officials in person and in writing, such as memos and reports.

I regularly produce written analysis and deliver oral reports to senior-level Commerce officials, groups of U.S. companies, and other stakeholders on developments and trends in Mexican trade, economic, and industrial policy. This includes producing briefing materials, talking points, and speeches to support U.S. government negotiating and/or policy positions advanced by Department Principals during meetings, trade negotiations, and domestic and international trips.

U.S. Embassy Mexico City, U.S. & Foreign Commercial Service
Paseo de la Reforma 305
Cuauhtémoc
Mexico City, Mexico

06/2015 - 08/2015
Salary: 77,490.00 USD Per Year
Hours per week: 40
Series: 1140 **Pay Plan:** GS **Grade:** 12

Acting Commercial Officer (This is a federal job)
Supervisor: Isabella Cascarano ((b) (6) [redacted])
Okay to contact this Supervisor: Yes
As an Acting Commercial Officer in the U.S. & Foreign Commercial Service I managed a number of trade promotion and commercial policy activities at the U.S. Embassy in Mexico City, to include supervising locally-employed Commercial Specialists covering the energy, aerospace, and ICT sectors.

•Knowledge of trade policy issues.

As a representative of the U.S. & Foreign Commercial Service, I was a frontline instrument of U.S. trade policy in Mexico, representing and defending the interests of U.S. companies. As such, I have developed a broad and deep understanding of how international trade works, how to manage the interests of a large and diversified group of stakeholders that include private firms, consumer groups, and non-profit organizations, and how a myriad of U.S. and Mexican government agencies work together to implement and oversee their international trade obligations.

•Expert level of ability to develop and implement US international economic policy.

As a Commercial Officer I closely monitored economic, trade, and investment policy developments and their impacts on the commercial environment for U.S. firms doing business in Mexico. Responsible for overseeing the traditional and renewable energy industries, I oversaw the production of market research and delivery of trade promotion services to numerous U.S. companies. I also participated in Embassy country team activities helping advise senior Embassy officials – alongside State Department Economic, Political, and Energy Foreign Services Officers – on the implications on U.S. foreign policy of happenings in the Mexican market

•Skill in collaborating and leadership to develop and implement assigned trade policies through interaction with key stakeholders.

This position necessitated regular contact with a variety of U.S. government agencies, U.S. company clients, industry associations such as the American Chamber of Commerce, and host-country government officials in the performance of my routine work responsibilities.

•Ability to communicate effectively, including with high-level officials in person and in writing, such as memos and reports.

I regularly wrote and oversaw the production of custom market analysis and industry reports for U.S. company clients to use in the development of their market entry and/or expansion strategy. I also produced background materials and briefed U.S. Embassy officials on a variety of commercial issues impacting U.S. interests and suggested appropriate courses of action intended to address issues as necessary.

Meta Impact & Strategy **07/2013 - 08/2014**
(b) (6) [redacted]
Hours per week: 15
Arlington, VA 22202 United States
Chief Operating Officer/Co-Founder
Supervisor: Patrick Krissek (Self-Supervised) ((b) (6) [redacted]
Okay to contact this Supervisor: Yes
As the Chief Operating Officer and Co-Founder of Meta Impact & Strategy, I was responsible for business and product development activities for a small, start-up consulting company dedicated to helping non-governmental

Mexico, measure and communicate the social and environmental impact of their work through the application of a propriety impact assessment methodology.

•Knowledge of trade policy issues.

As Chief Operating Officer and Co-Founder of Meta Impact & Strategy, I have hands on experience leading the expansion of the company into the international marketplace. I was charged with developing and researching all aspects of the firm's international business plan, including product development, marketing, sales, and operations. After extensive research, including several market exploration trips, Mexico was selected as the primary destination for our initial push to sell our services internationally due to high demand for our expertise and a lack of formal competitors. I was responsible for executing targeted client development and marketing strategies and directed the adaptation of our materials and website to local tastes, to include translating the content into Spanish. I also monitored compliance with local laws and regulations, ensuring the appropriate business registrations were complete and that all taxes were paid on services rendered.

•Other Duties, Accomplishments, and Related Skills:

Perform social and environmental impact assessments of development efforts using proprietary methodology, leveraging cross-cultural abilities to sell services in Mexico.

Advise organizations on strategies to maximize positive impact and align outcomes with investments of financial and human capital.

Deliver social and environmental impact assessment capacity building seminars to NGOs and social enterprises.

U.S. Department of Commerce, International Trade Administration
1401 Constitution Ave. NW
Washington DC, DC 20230 United States

08/2012 - 06/2014
Salary: 63,091.00 USD Per Year
Hours per week: 40
Series: 1140 **Pay Plan:** GS **Grade:** 11

International Trade Specialist, Office of U.S. Operations (This is a federal job)

Okay to contact this Supervisor: Yes

As an International Trade Specialist in the International Trade Administration's Office of U.S. Operations, I served as a flexible and high-performing trade, program, and event management professional working in the unit responsible for the operations of 109 U.S. Export Assistance Centers.

•Knowledge of trade policy issues.

In this position, I interacted regularly with field-based Trade Specialists and Foreign Commercial Service Officers on trade legislation and policies, producing analysis for senior management. I also received formal training in U.S. trade policy and the mechanics of international trade (i.e., Introduction to Commercial Tradecraft and a 35 hour Certified Global Business Professional Workshop) and was responsible for the design of curriculum and materials for Export University export education courses. I constructed modules on organizing a company for export operations, performing market research, international logistics, the management of international sales orders, trade financing options, oversees marketing, and export regulations, giving me a great deal of knowledge on these topics.

•Skill in collaborating and leadership to develop and implement assigned trade policies through interaction with key stakeholders.

I managed all aspects of the 1,500 member District Export Council program and the organization's relationship with the National District Export Council, a key private sector export promotion partner. I also oversaw the strategic planning process for 109 domestic offices and delivered regular oral and written reports on performance metrics, working with managers to address deficiencies.

•Ability to communicate effectively, including with high-level officials in person and in writing, such as memos and reports.

I routinely produced briefing materials, talking points, and speeches for domestic trips by Department principals to events focused on business opportunities in specific world regions, requiring that I provide background, trade statistics, and analysis pertinent to the geographic or political area in question.

•Other Duties, Accomplishments, and Related Skills:

output and allocate human resources throughout the office network.

Managed a team of 4 graduated student interns performing communications activities related to the Discover Global Markets trade fairs and developing social media training materials for the U.S. field.

Served as a member of the Digital Strategy Team, responsible for representing the interests of the U.S. field in efforts to redesign the organization's website and create more coherent digital media policies.

U.S. Department of State **06/2012 - 08/2012**
U.S. Consulate General in Guadalajara **Hours per week:** 40
175 Progreso, Americana
Guadalajara, Jalisco Mexico

Intern - Political/Economic Section
Supervisor: Erin Williams (b) (6) [redacted]
Okay to contact this Supervisor: Yes

As an intern in the Political-Economic Section of the U.S. Consulate in Guadalajara, Mexico, I was responsible for researching and reporting on various economic developments in the region and for executing and promoting programs that furthered the economic and political interests of the United States.

•Skill in collaborating and leadership to develop and implement assigned trade policies through interaction with key stakeholders.

I worked regularly with foreign contacts in the Jalisco state government. Additionally, I cooperated extensively with the Guadalajara chapter of the American Chamber of Commerce in Mexico to obtain a list of U.S. companies operating in the region in order to advise them of a new business visa facilitation program being launched at the Consulate.

•Ability to communicate effectively, including with high-level officials in person and in writing, such as memos and reports.

In this position, I was responsible for daily analysis and reporting of pertinent economic and political issues across western Mexico. In addition, I performed in-depth research on certain topics. For example, I organized meetings with local contacts and drafted a cable on the development of the green technology and bio-fuel sectors as they relate to the tequila industry in Jalisco state.

Chaired meetings with local business leaders to gather information on corporate social responsibility efforts in the Guadalajara area.

Proposed and organized a video-conference on economic policy participated in by all U.S. posts in Mexico.

Oversaw the creation of a local business database that accelerated the roll-out of a new visa facilitation program.

•Performance Narrative from Supervisor (Hard Copy Provided Upon Request):

As an intern in the Political/Economic (Pol/Econ) Section, Patrick became a vital member of the team. His leadership skills made him the "go-to" person for his fellow interns when they had questions about their work. His ability to see the "big picture" and think beyond the task was invaluable, increasing the ability of the section to contribute to the overall Mission Goals. With these skills and others, Patrick has what it takes to succeed in the Foreign Service.

Patrick repeatedly demonstrated his initiative and leadership skills. The best example of this was when he was asked to help a Consular entry-level officer (ELO) in preparing a presentation on Economic Statecraft. Leveraging his knowledge of the topic from his previous position in the WHA bureau, Patrick set to work crafting a presentation to explain a topic that was still being defined at higher levels within the Mission. He took the initiative to not make it an effort in repeating cable guidance, but crafted it to gain the audience's attention by engaging them in a lively discussion. As a result of the discussion, Patrick seized the opportunity to go beyond the task and suggested that Post reach out to the Embassy or the Department to find a speaker who could provide answers to the questions raised during the discussion. The Embassy agreed and organized a Mission-wide DVC with a Deputy Assistant Secretary. This DVC increased the dialogue between officers implementing Economic Statecraft and the leaders developing it.

Patrick also demonstrated his writing skills on multiple occasions. Patrick not only wrote a cable on the green energy possibilities in the tequila industry, but he also crafted several short submissions for the Mission Mexico Economic Weekly. In both the longer cable and the shorter weekly pieces, Patrick demonstrated a clear ability to find relevant and reliable sources for information, often seeking them out himself and setting up a meeting to talk with them. He also was able to take the information obtained during these

information was presented in a concise, well-structured, and easy-to-read manner in which the facts were accurately reported and any subjective comment was properly identified. In doing so, he not only demonstrated his ability to write well, but to write concisely, a much-needed skill in the Foreign Service.

Boerger Investigative Services
1725 17th Street NW
#300
Washington, DC 20009 United States

08/2011 - 08/2012
Salary: 14.00 USD Per Hour
Hours per week: 5

Private Detective

Supervisor: Dean Boerger ([redacted]

Okay to contact this Supervisor: Yes

•Duties, Accomplishments, and Related Skills:

Licensed Private Investigator in Ohio and the District of Columbia.

Completed investigative casework using public records research, subject surveillance, and other techniques.

U.S. Department of State
2201 C Street NW
Washington DC, DC 20520 United States

01/2012 - 05/2012
Hours per week: 40

Intern - Western Hemisphere Affairs, Office of Economic Policy and Summit Coordination

Supervisor: Brett Hamsik (202-647-4408)

Okay to contact this Supervisor: Yes

As an intern in the Bureau of Western Hemisphere Affairs Office of Economic Policy and Summit Coordination, I contributed to the development of several business and economic policy initiatives for announcement at the 2012 Summit of the Americas and was responsible for drafting numerous background paper and event scenarios for use by senior officials at their meetings in Colombia.

•Duties, Accomplishments, and Related Skills:

Managed the inter-agency development of the business and economic deliverables for the 2012 Summit of the Americas.

Supported the design of a hemispheric export promotion initiative – the Small

Obama.

Drafted briefing papers for the President's use at the Summit's CEO Forum and in several multilateral meetings.

Named recipient of the Department's Superior Honor Award for work on the Summit of the Americas.

•Performance Narrative from Supervisor (Hard Copy Provided Upon Request):

Patrick Krissek's quick grasp of the issues, excellent drafting skills, and extremely conscientious approach to his work ensured that senior State Department and White House officials were well-prepared for the April 14-15 Sixth Summit of the Americas in Colombia. In the weeks leading up to the Summit, when the officers assigned to the Bureau of Western Hemisphere Affairs (WHA) Summit Coordination unit were focused on ensuring that the Summit's declaration incorporated U.S. objectives, Patrick handled increasingly complex drafting assignments rapidly and superbly. His cable to all Western Hemisphere U.S. embassies and consulates containing background information and guidance on the upcoming summit enabled overseas State Department officials to talk authoritatively with foreign interlocutors about the Summit and U.S. objectives for it. It was freely shared with others who needed background information on the Summit; recipients valued its thoroughness and clarity.

Patrick drafted six papers for the National Security Council staff to use in preparing President Obama for the summit. These included briefing memos for two key events on the President's summit schedule – his participation in a panel discussion with the Presidents of Brazil and Colombia in the Chief Executive Officers' Forum just before the Summit and the private session Western Hemisphere leaders held during the summit at which most controversial issues, such as U.S. policy to Cuba and legalization of drugs, were discussed. Patrick's drafts of these papers demonstrated his command of an extensive range of issues and ability to present them to readers in a concise and straightforward manner. The papers needed little editing by Patrick's supervisors before others reviewed them.

Patrick then wrote a background paper for Secretary Clinton's participation in the Summit and the Fact Sheet on the Small Business Network of the Americas initiative that the White House released just before President Obama's arrival in Colombia. He also drafted talking points for the Secretary to

in a White House conference on the Summit. Again, Patrick prepared these papers promptly and well, obtaining an extensive number of clearances from Department and other U.S. government agency offices for these and his other papers easily and quickly.

Patrick's ability to acquire knowledge quickly on a range of issues and present their background and the U.S. approach to them clearly, both orally and in writing, enabled the Summit Coordination unit officers to rely on him as we would a seasoned State Department officer. The unit's paper coordinator had no hesitation in leaving Patrick to run the unit while he was away for 24 hours and the rest of the unit's staff was in Colombia just before the Summit's start. While he was alone, Patrick reviewed documents with Summit material, making sure that it was accurate and conveyed the desired message. Not one of his edits was subsequently challenged. The numerous tasks that needed to be done in the run-up to the Summit could not have been completed in a responsive and timely manner without Patrick's strong support and outstanding work.

The Hispanic Committee of Virginia
5827 Columbia Pike
Falls Church, VA 22041 United States

08/2011 - 01/2012
Hours per week: 20

Citizenship Program Intern
Supervisor: Antonio Bautista ((b) (6) [redacted]
Okay to contact this Supervisor: Yes
•Duties, Accomplishments, and Related Skills:

Designed civics curriculum for Hispanic immigrants preparing for the U.S. citizenship examination.

Identified student needs and used cross-cultural skills to communicate subject matter.

Instructed civics courses in both English and Spanish.

Strategic Training Group, LLC
1580 King Ave.
Columbus, OH 43212 United States

10/2010 - 12/2011
Salary: 12.00 USD Per Hour
Hours per week: 20

Training Coordinator
Supervisor: Dean Boerger ((b) (6) [redacted]

•Duties, Accomplishments, and Related Skills:

Developed and taught training courses on a variety of investigative techniques.

Marketed course packages to potential students after developing targeted advertising plans.

Buckeye Valley Local School District
901 Coover Rd.
Delaware, OH 43015 United States

08/2008 - 03/2011
Salary: 2,300.00 USD Per Year
Hours per week: 25

Assistant Varsity Men's Soccer Coach
Supervisor: Burak Ergezen [redacted]
Okay to contact this Supervisor: Yes
•Duties, Accomplishments, and Related Skills:

Prepared, instructed, and executed daily training sessions with a team of 25+ high school students.

Analyzed individual needs and developed creative ways to promote athletic development and generate leadership skills among players.

Conducted research to develop individualized training programs and teamwork-building exercises.

Developed interpersonal and counseling skills, mentoring students with academic and other off-the-field issues.

Used Spanish-language and cross-cultural skills to incorporate new Hispanic students into team activities.

Education:

Georgetown University Washington DC, DC United States
Master's Degree 12/2013
GPA: 3.86 of a maximum 4.000
Credits Earned: 36 Semester hours
Major: Latin American Studies (Political Economy) **Honors:** Magna Cum Laude
Relevant Coursework, Licenses and Certifications:
Extensive graduate-level coursework in international trade and commercial diplomacy, policy analysis, international political economy, analysis of

business operations and strategy.

High Pass on Master's Comprehensive Examination

Passed Spanish Proficiency Examination in December 2011

Much of my coursework focused on international trade, economic, and political economy issues in the Latin American region. Completing assignments, writing papers, and contributing to class discussions required an extensive and detailed knowledge of commercial issues and an ability to synthesize complex policy challenges as they pertain to the Western Hemisphere.

•Coursework:

- LASP 503: States and Societies in Latin America
- LASP 514: Trade in the Americas
- LASP 502: Culture and Power in Latin America
- MSFS 541: Economic Dimensions of International Security Policy
- LASP 504: Political Economy of Latin America
- MSFS 561: Business Strategy and Operation in Emerging Markets
- PPOL 662: Political Risk Analysis
- MSFS 585: International Trade and Investment
- MSFS 679: Financial Regulation and Reform in Developing Countries
- LASP 513: Current Topics in Latin American Political Economy
- LASP 521: Energy Security in the Western Hemisphere

The Ohio State University Columbus, OH United States
Bachelor's Degree 06/2011
GPA: 3.89 of a maximum 4.00
Credits Earned: 233 Quarter hours
Major: International Studies and Spanish **Minor:** Latin American Studies
Honors: Magna Cum Laude
Relevant Coursework, Licenses and Certifications:
Graduated Magna Cum Laude with Honors in the Arts and Sciences and Phi Beta Kappa

Extensive undergraduate-level coursework in security studies, international relations, economics, Spanish-language studies, and Latin American history, politics, society, and culture.

Lived and studied in Valparaiso, Chile - June 15, 2010-July 27, 2010

Research Assistant for Dr. Sara Schatz in the Department of International Studies

Assisted in the collection of statistical data and editing of paper regarding the Mexican judicial system which was published in the journal, Trends in Organized Crime - March 2011

•Coursework:

- Political Science H145: International Problems in Global Politics
- International Studies 350: Introduction to Intelligence
- Political Science 544: International Security and Causes of War
- Spanish 250: Intermediate Reading
- International Studies 553: Terror and Terrorism
- Spanish 401: Advanced Grammar
- Psychology 525: Psychology of Personal Security
- International Studies 501: Crime and Corruption in Latin America
- Spanish 403: Intermediate Composition
- International Studies 240: Introduction to Latin America
- Geography 605: Special Problems in Latin America
- Spanish H450: Study of Literature and Culture
- Spanish H565: Latin American Indigenous Literature and Culture
- History 534.03: History of Mexico
- Spanish 603: Advanced Composition
- Geography 445: Geography of Transportation Security
- Spanish 580: Latin American Film
- Spanish 595: Sociopolitical History of Latin America
- Spanish H552: Modern Spanish Literature
- Political Science 552: Security Policy
- Spanish 660: Myth, Space, and Identity in Latin America
- Spanish 581: Spanish Film
- Econ 201: Macroeconomics
- Econ 200: Microeconomics
- Spanish 520: Latin American Literature
- Spanish H680: The Faces of Violence in Latin America

2012:

Total Training for Microsoft Excel 2010: Advanced

2013:
35 Hour Certified Global Business Professionals (CGBP) Preparation Workshop
Introduction to Commercial Tradecraft (Foreign Service Institute)
30 Hour Project Management Course (Graduate School USA)
35 Hour Introduction to Program Evaluations Course (Graduate School USA)
Microsoft Excel Macros (Graduate School USA)
Introduction to SAS Programming: Basic Concepts

2014:
North American Free Trade Agreement Customs Compliance Workshop
On-line Social Media Training (Twitter and LinkedIn)
Microsoft SharePoint Training Workshop
Introduction to GovDelivery Email Marketing Software

2016:
Commercial Diplomacy Institute Civil Nuclear Industry Training
Advanced Salesforce Training

2017:
Commercial Diplomacy Institute Advanced Negotiation Skills

Language Skills:

Language	Spoken	Written	Read
Portuguese-Brazilian	Novice	Novice	Novice
Spanish	Advanced	Advanced	Advanced

Affiliations:

Phi Kappa Phi Honor Society - Member
Golden Key Honor Society - Member
Phi Beta Kappa Honor Society - Member
The Kappa Sigma Fraternity - Alumni Member

References:

Name	Employer	Title	Phone	Email
Dean Boerger (*)	Boerger Investigative	Chief Investigator	(b) (6) [redacted]	[redacted]@boergerpi.com

Joseph Hanley (*)	U.S. Department of Commerce, International Trade Administrat	Mid-Atlantic Regional Director	215-597-6108	Joseph.Hanley@trade.gov
John Andersen (*)	U.S. Department of Commerce, International Trade Administrat	Deputy Assistant Secretary for the Western Hemisphere	202-482-2436	John.Andersen@trade.gov
Geri Word (*)	U.S. Department of Commerce, International Trade Administrat	Director, Office of North America	202-482-1545	Geri.Word@trade.gov
Daniel O'Brien (*)	U.S. Department of Commerce, International Trade Administrat	Deputy National Field Director	202-482-1376	Daniel.OBrien@trade.gov

(*) Indicates professional reference

Additional Information:

I maintain an active Secret Security Clearance in my current position, though as of April 2017 an investigation is underway to upgrade my clearance level to Top Secret.

•Professional Awards:

Distinguished Performance Bronze Medal Award, International Trade Administration (2016)

Naomi P. Warbasse Memorial Award, Most Outstanding New International Trade Administration Employee (February 2015)

Special Team Act Award, Global Markets, International Trade Administration (August 2014)

Certificate of Appreciation, Bureau of Western Hemisphere Affairs, U.S. Department of State (April 2012)

STEWART H. ACKERLY

[redacted] • [redacted] • [redacted] •
[redacted]@gmail.com

EDUCATION

University of Virginia School of Law, Charlottesville, VA
J.D., May 2011

- Student Member of the Board of Visitors; *Virginia Law Review*, Articles Editor
- Raven Award; Bracewell & Giuliani Oral Advocacy Award; Order of the Coif

University of Virginia, College of Arts and Sciences, Charlottesville, VA
B.A. with Distinction in History and Foreign Affairs, May 2006

- Honor Committee, Vice Chair for Trials; Echols Scholar; Dean's List; Lawn Resident; Raven Society
- Ernest H. Ern Distinguished Student Award; Gray-Carrington Memorial Leadership Award

WORK EXPERIENCE

Williams & Connolly LLP, Washington, D.C.
Associate, January 2013–Present

- Defended Fortune 50 financial institution against fraud-based claims related to the origination, sale, and repurchase of mortgages, including conducting internal investigation, preparing for and taking depositions, drafting pleadings, and preparing witness examinations and filings at federal jury trial.
- Represented Fortune 10 company in multi-billion dollar contract dispute, including taking and defending depositions, preparing expert reports, and examining witness at arbitration hearing.
- Defended major financial institution against fraud claims related to $100 million loan, including taking and defending depositions, drafting motions *in limine*, and preparing mock jury presentation.
- Represented sovereign nation in dispute regarding hydro-electric power plants, including investigating potential claims, drafting request for arbitration, and preparing expert reports.
- Conducted internal investigation for Fortune 100 financial institution related to the origination, sale, and repurchase of mortgages in response to government-issued civil investigative demand.
- Defended multinational pharmaceuticals company in multidistrict litigation in federal court against products liability claims, including drafting motions to dismiss and investigating claims.
- Represented South American retailer in contract dispute against international conglomerate, including drafting pleadings and preparing witnesses and presentations at arbitration hearing.
- Defended financial services company against contract and civil RICO claims, including investigating claims, deposing witnesses, drafting pleadings, and preparing examinations at trial in federal court.

United States Court of Appeals for the District of Columbia Circuit, Washington, D.C.
Law Clerk for The Honorable Karen LeCraft Henderson, August 2011–August 2012

- Assisted Judge in preparing for oral argument and drafting opinions.
- Obtained Secret SCI security clearance.

Lindl Corporation, Richmond, VA
Lobbyist Aide, December 2007–March 2008

- Assisted lobbying efforts for multiple clients at the Virginia General Assembly.
- Tracked legislation, monitored hearings, prepared client briefings, and provided client updates.

Bryanston School, Dorset, England
University of Virginia Fellow, September 2006–July 2007

- Taught eighth grade history and coached track and cross-country.

COMMUNITY INVOLVEMENT

- *Board Member*, **Deerwood Foundation** (providing need-based scholarships to attend Camp Deerwood in Holderness, N.H.).
- *Commission Member*, **University of Virginia Bicentennial Commission**.
- *Board Member*, **Washington Regional Board of the University of Virginia's College Foundation**. *Board Member*, **Benefactors Society of the University of Virginia's College Foundation**.

OPM GOVT-1

System Name:

General Personnel Records.

System Location(s):

Records on current Federal employees are located within the employing agency.

Records maintained in paper may also be located at OPM or with personnel officers, or at other designated offices of local installations of the department or agency that employs the individual. When agencies determine that duplicates of these records need to be located in a second office, e.g., an administrative office closer to where the employee actually works, such copies are covered by this system. Some agencies have employed the Enterprise Human Resource Integration (EHRI) data system to store their records electronically. Although stored in EHRI, agencies are still responsible for the maintenance of their records.

Former Federal employees' paper Official Personnel Folders (OPFs) are located at the National Personnel Records Center, National Archives and Records Administration (NARA), 111 Winnebago Street, St. Louis, Missouri 63118. Former Federal employees' electronic Official Personnel Folders (eOPF) are located in the EHRI data system that is administered by NARA.

Note 1--The records in this system are records of the OPM and must be provided to those OPM employees who have an official need or use for those records. Therefore, if an employing agency is asked by an OPM employee to access the records within this system, such a request must be honored.

Categories of Individuals Covered by the System:

Current and former Federal employees as defined in 5 U.S.C. 2105.

(Volunteers, grantees, and contract employees on whom the agency maintains records may also be covered by this system).

Categories of Records in the System:

All categories of records may include identifying information, such as name(s), date of birth, home address, mailing address, social security number, and home telephone. This system includes, but is not limited to, contents of the OPF as specified in OPM's Operating Manual, "The Guide to Personnel Recordkeeping" and OPM's "Guide to Data Standards." Records in this system include:

a. Records reflecting work experience, education level achieved, and specialized education or training obtained outside of Federal service.

b. Records reflecting Federal service and documenting work experience and specialized education received while employed. Such records contain information about past and present positions held; grades; salaries; duty station locations; and notices of all personnel actions, such as appointments, transfers, reassignments, details, promotions, demotions, reductions-in-force, resignations, separations, suspensions, OPM approval of disability retirement applications, retirement, and removals.

c. Records on participation in the Federal Employees' Group Life Insurance Program and Federal Employees Health Benefits Program.

d. Records relating to an Intergovernmental Personnel Act assignment or Federal-private sector exchange program.

Note 2--Some of these records may also become part of the OPM/CENTRAL-5, Intergovernmental Personnel Act Assignment Record system.

e. Records relating to participation in an agency Federal Executive or Senior Executive Service (SES) Candidate Development Program.

Note 3--Some of these records may also become part of the OPM/Central-10 Federal Executive Institute Program Participant Records and OPM/CENTRAL-13 Executive Personnel Records systems.

f. Records relating to Government-sponsored training or participation in an agency's Upward Mobility Program or other personnel program designed to broaden an employee's work experiences and for purposes of advancement (e.g., an administrative intern program).

g. Records contained in the Enterprise Human Resource Integration (EHRI) and Central Personnel Data File (CPDF) maintained by OPM and exact substantive representations in agency manual or automated personnel information systems. These data elements include many of the above records along with disability, race/ethnicity, national origin, pay, and performance information from other OPM and agency systems of records. A definitive list of EHRI and CPDF data elements is contained in OPM's Operating Manuals, The Guide to Central Personnel Data File Reporting Requirements and The Guide to Personnel Data Standards.

h. Records on the SES maintained by agencies for use in making decisions affecting incumbents of these positions, e.g., relating to sabbatical leave programs, reassignments, and details, that are perhaps unique to the SES and that may be filed in the employee's OPF. These records may also serve as the basis for reports submitted to OPM for implementing OPM's oversight responsibilities concerning the SES.

i. Records on an employee's activities on behalf of the recognized labor organization representing agency employees, including accounting of official time spent and documentation in support of per diem and travel expenses.

Note 4--Alternatively, such records may be retained by an agency payroll office and thus be subject to the agency's internal Privacy Act system for payroll records. The OPM/GOVT-1 system does not cover general agency payroll records.

j. To the extent that the records listed here are also maintained in an agency electronic personnel or microform records system, those versions of these records are considered to be covered by this system notice. Any additional copies of these records (excluding performance ratings of record and conduct-related documents maintained by first line supervisors and managers covered by the OPM/GOVT-2 system) maintained by agencies at remote field/administrative offices from where the original records exist are considered part of this system.

Note 5--It is not the intent of OPM to limit this system of records only to those records physically within the OPF. Records may be filed in other folders located in offices other than where the OPF is located. Further, as indicated in the records location section, some of these records may be duplicated for maintenance at a site closer to where the employee works (e.g., in an

administrative office or supervisors work folder) and still be covered by this system. In addition, a working file that a supervisor or other agency official is using that is derived from OPM/GOVT-1 is covered by this system notice. This system also includes working files derived from this notice that management is using in its personnel management capacity.

k. Records relating to designations for lump sum death benefits.

l. Records relating to classified information nondisclosure agreements.

m. Records relating to the Thrift Savings Plan (TSP) concerning the starting, changing, or stopping of contributions to the TSP as well as how the individual wants the investments to be made in the various TSP Funds.

Note 6--CPDF and EHRI data system's Central Employee Record (CER) are part of OPM/GOVT-1 system of records. CPDF and CER are highly reliable sources of statistical data on the workforce of the Federal government. However, the accuracy and completeness of each data element within the individual records that comprise the aggregate files are not guaranteed, and should not be used as the sole tool or as a substitute for the OPF in making personnel determinations or decisions concerning individuals.

Note 7--The eOPF Application within EHRI may contain documents and information beyond the scope and requirements of the OPF as documented in OPM's Guide to Personnel Recordkeeping. Those documents and information in the eOPF Application that are beyond the scope of the documented requirements are not considered part of the OPF or OPM/GOVT-1,

n. Records maintained in accordance with E.O. 13490, section 4(e), January 21, 2009. These records include the ethics pledges and all pledge waiver certifications with respect thereto.

Authority for Maintenance of the System:

5 U.S.C. 1302, 2951, 3301, 3372, 4118, 8347, and Executive Orders 9397, as amended by 13478, 9830, and 12107.

Purposes:

The OPF, which may exist in various approved media, and other general personnel records files, is the official repository of the records, reports of personnel actions, and the documentation required in connection with these actions affected during an employee's Federal service. The personnel action reports and other documents, some of which are filed in the OPF, give legal force and effect to personnel transactions and establish employee rights and benefits under pertinent laws and regulations governing Federal employment.

These files and records are maintained by OPM and agencies in accordance with OPM regulations and instructions. They provide the basic source of factual data about a person's Federal employment while in the service and after his or her separation. Records in this system have various uses by agency personnel offices, including screening qualifications of employees; determining status, eligibility, and employee's rights and benefits under pertinent laws and regulations governing Federal employment; computing length of service; and other information needed to provide personnel services. These records may also be used to locate individuals for personnel research.

Routine Uses of Records Maintained in the System, Including Categories of Users and the Purposes of such Uses:

These records and information in these records may be used--

a. To disclose information to Government training facilities (Federal, State, and local) and to non-Government training facilities (private vendors of training courses or programs, private schools, etc.) for training purposes.

b. To disclose information to education institutions on appointment of a recent graduate to a position in the Federal service, and to provide college and university officials with information about their students working in the Student Career Experience Program, Volunteer Service, or other similar programs necessary to a student's obtaining credit for the experience gained.

c. To disclose information to officials of foreign governments for clearance before a Federal employee is assigned to that country.

d. To disclose information to the Department of Labor, Department of Veterans Affairs, Social Security Administration, Department of Defense, or any other Federal agencies that have special civilian employee retirement programs; or to a national, State, county, municipal, or other publicly recognized charitable or income security administration agency (e.g., State unemployment compensation agencies), when necessary to adjudicate a claim under the retirement, insurance, unemployment, or health benefits programs of the OPM or an agency cited above, or to an agency to conduct an analytical study or audit of benefits being paid under such programs.

e. To disclose information necessary to the Office of Federal Employees Group Life Insurance to verify election, declination, waiver of regular and/or optional life insurance coverage, or eligibility for payment of a claim for life insurance, or to TSP to verify election change and designation of beneficiary.

f. To disclose, to health insurance carriers contracting with OPM to provide a health benefits plan under the Federal Employees Health Benefits Program, information necessary to identify enrollment in a plan, to verify eligibility for payment of a claim for health benefits, or to carry out the coordination or audit of benefit provisions of such contracts.

g. To disclose information to a Federal, State, or local agency for determination of an individual's entitlement to benefits in connection with Federal Housing Administration programs.

h. To consider and select employees for incentive awards and other honors and to publicize those granted. This may include disclosure to other public and private organizations, including news media, which grant or publicize employee recognition.

i. To consider employees for recognition through quality-step increases and to publicize those granted. This may include disclosure to other public and private organizations, including news media, which grant or publicize employee recognition.

j. To disclose information to officials of labor organizations recognized under 5 U.S.C. chapter 71 when relevant and necessary to their duties of exclusive representation concerning personnel policies, practices, and matters affecting working conditions.

Note 8--Home addresses will be released from this system only when there are no adequate, alternative sources available for this information.

k. To disclose pertinent information to the appropriate Federal, State, or local agency responsible for investigating, prosecuting, enforcing, or implementing a statute, rule, regulation, or order,

when the disclosing agency becomes aware of an indication of a violation or potential violation of civil or criminal law or regulation.

l. To disclose information to any source from which additional information is requested (to the extent necessary to identify the individual, inform the source of the purpose(s) of the request, and to identify the type of information requested), when necessary to obtain information relevant to an agency decision to hire or retain an employee, issue a security clearance, conduct a security or suitability investigation of an individual, classify jobs, let a contract, or issue a license, grant, or other benefits.

Note 9--When copies of records become part of an investigative process, those copies become subject to that systems' notice covering the investigative process i.e., if during an investigation, the OPM Federal Investigative Services Division makes copies of records contained in an Official Personnel Folder; those documents become part of OPM Central--9 Personnel Investigation Records system of records and are subject to that systems' routine uses.

m. To disclose to a Federal agency in the executive, legislative, or judicial branch of Government, in response to its request, or at the initiation of the agency maintaining the records, information in connection with the hiring of an employee, the issuance of a security clearance or determination concerning eligibility to hold a sensitive position, the conducting of an investigation for purposes of a credentialing, national security, fitness, or suitability adjudication concerning an individual, the classifying or designation of jobs, the letting of a contract, the issuance of a license, grant, or other benefit by the requesting agency, or the lawful statutory, administrative, or investigative purpose of the agency to the extent that the information is relevant and necessary to the requesting agency's decision.

n. To disclose information to the Office of Management and Budget at any stage in the legislative coordination and clearance process in connection with private relief legislation as set forth in OMB Circular No. A-19.

o. To provide information to a congressional office from the record of an individual in response to an inquiry from that congressional office made at the request of the individual.

p. To disclose information to another Federal agency, to a court, or a party in litigation before a court or in an administrative proceeding being conducted by a Federal agency, when the Government is a party to the judicial or administrative proceeding.

q. To disclose information to the Department of Justice, or in a proceeding before a court, adjudicative body, or other administrative body before which the agency is authorized to appear, when:

1. The agency, or any component thereof; or

2. Any employee of the agency in his or her official capacity; or

3. Any employee of the agency in his or her individual capacity where the Department of Justice or the agency has agreed to represent the employee; or

4. The United States, when the agency determines that litigation is likely to affect the agency or any of its components, is a party to litigation or has an interest in such litigation, and the use of such records by the Department of Justice or the agency is deemed by the agency to be relevant and necessary to the litigation provided, however, that in each case it has been determined that the disclosure is compatible with the purpose for which the records were collected.

r. By the National Archives and Records Administration in records management inspections and its role as Archivist.

s. By the agency maintaining the records or by the OPM to locate individuals for personnel research or survey response, and in the production of summary descriptive statistics and analytical studies in support of the function for which the records are collected and maintained, or for related workforce studies. While published statistics and studies do not contain individual identifiers, in some instances, the selection of elements of data included in the study may be structured in such a way as to make the data individually identifiable by inference.

t. To provide an official of another Federal agency information needed in the performance of official duties related to reconciling or reconstructing data files, in support of the functions for which the records were collected and maintained.

u. When an individual to whom a record pertains is mentally incompetent or under other legal disability, to provide information in the individual's record to any person who is responsible for the care of the individual, to the extent necessary to assure payment of benefits to which the individual is entitled.

v. To disclose to the agency-appointed representative of an employee all notices, determinations, decisions, or other written communications issued to the employee in connection with an examination ordered by the agency under fitness-for- duty examination procedures.

w. To disclose, in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding.

x. To disclose to a requesting agency, organization, or individual the home address and other relevant information on those individuals who it reasonably believed might have contracted an illness or might have been exposed to or suffered from a health hazard while employed in the Federal workforce.

y. To disclose specific civil service employment information required under law by the Department of Defense on individuals identified as members of the Ready Reserve to assure continuous mobilization readiness of Ready Reserve units and members, and to identify demographic characteristics of civil service retirees for national emergency mobilization purposes.

z. To disclose information to the Department of Defense, National Oceanic and Atmospheric Administration, U.S. Public Health Service, Department of Veterans Affairs, and the U.S. Coast Guard needed to effect any adjustments in retired or retained pay required by the dual compensation provisions of section 5532 of title 5, United States Code.

aa. To disclose information to the Merit Systems Protection Board or the Office of the Special Counsel in connection with appeals, special studies of the civil service and other merit systems, review of OPM rules and regulations, investigation of alleged or possible prohibited personnel practices, and such other functions promulgated in 5 U.S.C. chapter 12, or as may be authorized by law.

bb. To disclose information to the Equal Employment Opportunity Commission when requested in connection with investigations of alleged or possible discrimination practices in the Federal sector, examination of Federal affirmative employment programs, compliance by Federal

agencies with the Uniform Guidelines on Employee Selection Procedures, or other functions vested in the Commission.

cc. To disclose information to the Federal Labor Relations Authority (including its General Counsel) when requested in connection with investigation and resolution of allegations of unfair labor practices, in connection with the resolution of exceptions to arbitrator's awards when a question of material fact is raised, to investigate representation petitions and to conduct or supervise representation elections, and in connection with matters before the Federal Service Impasses Panel.

dd. To disclose to prospective non-Federal employers, the following information about a specifically identified current or former Federal employee:

(1) Tenure of employment;

(2) Civil service status;

(3) Length of service in the agency and the Government; and

(4) When separated, the date and nature of action as shown on the Notification of Personnel Action--Standard Form 50 (or authorized exception).

ee. To disclose information on employees of Federal health care facilities to private sector (i.e., other than Federal, State, or local government) agencies, boards, or commissions (e.g., the Joint Commission on Accreditation of Hospitals). Such disclosures will be made only when the disclosing agency determines that it is in the Government's best interest (e.g., to comply with law, rule, or regulation, to assist in the recruiting of staff in the community where the facility operates to obtain accreditation or other approval rating, or to avoid any adverse publicity that may result from public criticism of the facility's failure to obtain such approval). Disclosure is to be made only to the extent that the information disclosed is relevant and necessary for that purpose.

ff. To disclose information to any member of an agency's Performance Review Board, Executive Resources Board, or other panel when the member is not an official of the employing agency; information would then be used for approving or recommending selection of candidates for executive development or SES candidate programs, issuing a performance rating of record, issuing performance awards, nominating for meritorious or distinguished executive ranks, or removal, reduction- in-grade, or other personnel actions based on performance.

gg. To disclose, either to the Federal Acquisition Institute (FAI) or its agent, information about Federal employees in procurement occupations and other occupations whose incumbents spend the predominant amount of their work hours on procurement tasks; provided that the information shall be used only for such purposes and under such conditions as prescribed by the notice of the Federal Acquisition Personnel Information System as published in the *Federal Register* of February 7, 1980 (45 FR 8399).

hh. To disclose relevant information with personal identifiers of Federal civilian employees whose records are contained in the EHRI to authorized Federal agencies and non-Federal entities for use in computer matching. The matches will be performed to help eliminate waste, fraud, and abuse in Governmental programs; to help identify individuals who are potentially in violation of civil or criminal law or regulation; and to collect debts and overpayments owed to Federal, State, or local governments and their components. The information disclosed may include, but is not

limited to, the name, social security number, date of birth, sex, annualized salary rate, service computation date of basic active service, veteran's preference, retirement status, occupational series, health plan code, position occupied, work schedule (full time, part time, or intermittent), agency identifier, geographic location (duty station location), standard metropolitan service area, special program identifier, and submitting office number of Federal employees.

ii. To disclose information to Federal, State, local, and professional licensing boards, Boards of Medical Examiners, or to the Federation of State Medical Boards or a similar non-government entity which maintains records concerning individuals' employment histories or concerning the issuance, retention or revocation of licenses, certifications or registration necessary to practice an occupation, profession or specialty, to obtain information relevant to an Agency decision concerning the hiring, retention, or termination of an employee or to inform a Federal agency or licensing boards or the appropriate non-government entities about the health care practices of a terminated, resigned or retired health care employee whose professional health care activity so significantly failed to conform to generally accepted standards of professional medical practice as to raise reasonable concern for the health and safety of patients in the private sector or from another Federal agency.

jj. To disclose information to contractors, grantees, or volunteers performing or working on a contract, service, grant, cooperative agreement, or job for the Federal Government.

kk. To disclose information to a Federal, State, or local governmental entity or agency (or its agent) when necessary to locate individuals who are owed money or property either by a Federal, State, or local agency, or by a financial or similar institution.

ll. To disclose to a spouse or dependent child (or court-appointed guardian thereof) of a Federal employee enrolled in the Federal Employees Health Benefits Program, upon request, whether the employee has changed from a self-and-family to a self-only health benefits enrollment.

mm. To disclose information to the Office of Child Support Enforcement, Administration for Children and Families, Department of Health and Human Services, Federal Parent Locator System, or Federal Offset System for use in locating individuals, verifying social security numbers, or identifying their incomes sources to establish paternity, establish, or modify orders of support and for enforcement action.

nn. To disclose records on former Panama Canal Commission employees to the Republic of Panama for use in employment matters.

oo. To disclose to appropriate Federal officials pertinent workforce information for use in national or homeland security emergency/disaster response.

pp. To disclose on public and internally-accessible Federal Government Web sites, and to otherwise disclose to any person, including other departments and agencies, the signed ethics pledges and pledge waiver certifications issued under E.O. 13490 of January 21, 2009, Ethics Commitments by Executive Branch Personnel.

qq. To disclose foreign language proficiencies to Federal agencies in support of the National Preparedness Goal and the Presidential Policy Directive 8 (PPD-8).

rr. To disclose information to the Centers for Medicare and Medicaid (CMS) to assist in determining whether individuals are eligible for programs under the Patient Protection and Affordable Care Act (PPACA).

Policies and Practice for Storing, Retrieving, Accessing, Retaining, and Disposing of Records in the System:

Storage:

These records are maintained in file folders, on lists and forms, microfilm or microfiche, and in computer processable storage media such as personnel system databases, PDF forms and data warehouse systems.

Retrievability:

These records are retrieved by various combinations of name, agency, birth date, social security number, or identification number of the individual on whom they are maintained.

Safeguards:

Paper or microfiche/microfilmed records are located in locked metal file cabinets or in secured rooms with access limited to those personnel whose official duties require access. Access to computerized records is limited, through use of user logins and passwords, access codes, and entry logs, to those whose official duties require access. Computerized records systems are consistent with the requirements of the Federal Information Security Management Act (Pub. L. 107-296), and associated OMB policies, standards and guidance from the National Institute of Standards and Technology.

Retention and Disposal:

The OPF is maintained for the period of the employee's service in the agency and is then, if in a paper format, transferred to the National Personnel Records Center for storage or, as appropriate, to the next employing Federal agency. If the OPF is maintained in an electronic format, the transfer and storage is in accordance with the OPM approved electronic system. Other records are either retained at the agency for various lengths of time in accordance with the National Archives and Records Administration records schedules or destroyed when they have served their purpose or when the employee leaves the agency. The transfer occurs within 90 days of the individuals' separation. In the case of administrative need, a retired employee, or an employee who dies in service, the OPF is sent within 120 days. Destruction of the OPF is in accordance with General Records Schedule-1 (GRS-1) or GRS 20.

Records contained within the CPDF and EHRI (and in agency's automated personnel records) may be retained indefinitely as a basis for longitudinal work history statistical studies. After the disposition date in GRS-1 or GRS 20, such records should not be used in making decisions concerning employees.

System Manager(s) and Address(es):

a. Manager, OCIO/RM, U.S. Office of Personnel Management, 1900 E Street NW., Washington, DC 20415.

b. For current Federal employees, OPM has delegated to the employing agency the Privacy Act responsibilities concerning access, amendment, and disclosure of the records within this system notice.

Notification Procedure:

Individuals wishing to inquire whether this system of records contains information about them should contact the appropriate OPM or employing agency office, as follows:

a. Current Federal employees should contact the Personnel Officer or other responsible official (as designated by the employing agency), of the local agency installation at which employed regarding records in this system.

b. Former Federal employees who want access to their Official Personnel Folders (OPF) should contact the National Personnel Records Center (Civilian), 111 Winnebago Street, St. Louis, Missouri 63118, regarding the records in this system. For other records covered by the system notice, individuals should contact their former employing agency. Individuals must furnish the following information for their records to be located and identified:

a. Full name.

b. Date of birth.

c. Social security number.

d. Last employing agency (including duty station) and approximate date(s) of the employment (for former Federal employees).

e. Signature.

Record Access Procedures:

Individuals wishing to request access to their records should contact the appropriate OPM or agency office, as specified in the Notification Procedure section. Individuals must furnish the following information for their records to be located and identified:

a. Full name(s).

b. Date of birth.

c. Social security number.

d. Last employing agency (including duty station) and approximate date(s) of employment (for former Federal employees).

e. Signature.

Individuals requesting access must also comply with the Office's Privacy Act regulations on verification of identity and access to records (5 CFR part 297).

Contesting Record Procedures:

Current employees wishing to request amendment of their records should contact their current agency. Former employees should contact the system manager. Individuals must furnish the following information for their records to be located and identified.

a. Full name(s).

b. Date of birth.

c. Social security number.

d. Last employing agency (including duty station) and approximate date(s) of employment (for former Federal employees).

e. Signature.

Individuals requesting amendment must also comply with the Office's Privacy Act regulations on verification of identity and amendment of records (5 CFR part 297).

Record Source Categories:

Information in this system of records is provided by--

a. The individual on whom the record is maintained.

b. Educational institutions.

c. Agency officials and other individuals or entities.

d. Other sources of information maintained in an employee's OPF, in accordance with Code of Federal Regulations Part 293, and OPM's Operating Manual, "The Guide to Personnel Recordkeeping."